

Managing Results

A case study of two Norwegian development organizations:
The Norwegian Church Aid and Norfund

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Common sense is not so common

- François-Marie Arouet (Voltaire)

Preface

This thesis is a study of how NCA and Norfund prepare and present results. It also explores *how* numbers as political technologies influence the context in which the organizations are a part of, and how it affects their understanding and presentation of results. The aim is to investigate the responses NCA and Norfund have to the increasing demands for measurable results.

Using Erving Goffman's concepts of *back- and front stage*, I explore the preparations and demonstrations the organizations use to portray their competence. Kristin Asdal's study of *political technologies* is deployed to widen the scope, investigating how the organizations interact with numbers in the form of statistics.

The focus of this study is not to examine the outcomes themselves, but how NCA and Norfund have chosen to collect, interpret, translate, and disseminate results. As we shall see, the demands for measurability in NCA and Norfund are driven forward by the state, but also by the organizations themselves. The call for more aggregated numbers and statistics are experienced as both challenging and necessary by the organizations, as reporting on results promotes learning, but also demands for the renewing of routines and more resources. Also, the organizations find the translating of social processes to fit a technical framework difficult. Nevertheless, the popularity of measurable results continues to grow.

Key words: backstage, front stage, political technologies, development cooperation, measurability, Norwegian Church Aid, Norwegian Investment Fund for Developing Countries, STS

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A very special thanks to my dear family: for being my biggest fans, and for always believing in me. To mom and dad: Xin dành sự biết ơn đến bố mẹ yêu và các anh và em trai thương vì đã luôn luôn hỗ trợ và tin tưởng vào tôi.

Last but not least, I would like to thank Simen B. for staying by my side throughout this journey.

The thesis as presented is my own original work, and I take full responsibility for any remaining misunderstandings and shortcomings.

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Abbreviations

ACT - Action by Churches Together for Development
aFDB - African Development Bank
BIO - Belgian Investment Company for Developing Countries
BMI SBI - Belgium Cooperation for International Investment
CoC - Code of Conduct (NCA)
COFIDES - Compañía Española de Financiación del Desarrollo (Spanish DFI)
DAC - Development Assistance Committee (OECD)
DEG - Deutsche Investitions und Entwicklungsgesellschaft (German DFI)
DIP - Division for International Programmes (NCA)
FinnFund - Finnish Fund for Industrial Cooperation Ltd
EDFI - European Development Finance Institutions
ESG - Environmental, Social and Governmental (Norfund)
DFI - Development Finance Institution
FBO - Faith Based Organisations (NCA)
HAP - Humanitarian Accountability Partnership
GMDA - Grant Facility Manager & Development Advisor (Norfund)
IFC - International Finance Corporation
LDC - Least Developed Countries
LFA - Logical Framework Approach
MF - Ministry of Finance
MFA - Ministry of Foreign Affairs
NCA - Norwegian Church Aid
NGO - Non-Governmental Organisation
Norfund - Norwegian Investment Fund for Developing Countries
Norad - Norwegian Agency for Development
OEP - The Electronic Public Reports (Offtenlig Elektronisk Postjournal)
OECD - Organisation for Economic Co-operation and Development
PME - Planning, Monitoring and Evaluation (NCA)
PQ - Division for Programme Quality (NCA)
ProParco - Promotion et de Participation pour la Coopération Economique (French DFI)
RBM - Results-Based Management
SA - Division for Strategy and Analysis (Norfund)
SIDA - Swedish International Development Cooperation Agency
SIFEM - The Swiss Investment Fund for Emerging Markets
SME - Small Medium Funds (Norfund)
SOI - Selected Output Indicator (NCA)
STS - Science, Technology and Society Studies
UN - United Nations
WBG - World Bank Group

1 Introduction

In 2011, I was offered an internship in Vietnam with the Norwegian Church Aid (NCA). For six months, I was included in the work and daily life of the NCA Country Office (CO) in Hue. Knowing very little about the development cooperation, I left the world I knew for a short while to experience a new one. Fluent in English and Norwegian, and able to communicate in Vietnamese, I still remember the first days feeling alien; for what in the world was a LFA, a PME, and a HAP? How many pigs produced enough manure for a biogas tank to work? What were the best indicators to measure social effects of gender equality, climate change or advocacy? A year has passed since then, and although my vocabulary has expanded, and I now know how many pigs a family need in order to fill a biogas tank (currently 4-8), I still have no answer for how to measure social effects. Do you count the number of women who participate in a certain program? Do you count the numbers of trees planted? How can we know if a petition has had any political influence? Do these indicators say anything about development and its outcomes?

Back in Norway, questions about results in development cooperation continued to intrigue me. In the media, politicians and the broader public were questioning methods of development cooperation and results (Haugen, 2009; Hustad, 2010; Tvedten, 2010; Gaarder & Snilstveit, 2010; Sommerfeldt, 2011; Salvesen, 2011; 2012; Witoszek, 2012; Grande, 2012). What stood out for me was when NCA published an evaluation of the European Development Finance Institutions (EDFI). The Norwegian Investment Fund for Developing Countries (Norfund) was also included. Concluding that the development indicators used were too simple, and the report encouraged the EDFIs to replace present practice with a more extensive one. The current indicators: the number of employees, female employees, and tax

paid, were not considered good enough for assessing development effects (Bracking & Ganho, 2011). NCA's critique of the EDFIs and Norfund immediately sparked a debate. Shortly after the report was published, Norfund's Managing Director replied saying NCA's way of thinking was permeated by a "Washington Consensus" mindset, as their methods were outdated and limited (Tømte, 2011). From these discussions, and from what I understood, there was no unanimous agreement on what counted as "result" in the development sector. The relationship between development cooperation schemes and results appeared complex: as important it was to show what work had been achieved, there was an increased need to quantify and compare social processes that seemed impossible to measure. This became the starting point for my thesis, as I wish to explore how NCA and Norfund understand and respond to these increasing demands for results, and how they communicate their results to the public. I am interested in exploring results itself, as it is not only an outcome, but in many regards also a central part of organizational structure and management.

1.1 Results takes a front seat in development cooperation

Since its inception, development assistance and cooperation has been an issue of public debate, and discussions have centered on what targets should be assessed and how this should be measured (Riddell, 2007). In Norway, official institutions such as the Ministry of Foreign Affairs (MFA) and the Norwegian Agency for Development (Norad) have encouraged development organizations to give quantitative results more attention (MFA, 2004; Norad, 2012a). As Norad stresses in their *2011 Annual Report*: "The NGOs [Non-Governmental Organizations, ed.] should develop their capacity for expansion and focus on the program components where the results are clear and positive" (Norad, 2012c, p. 37). As MFA and

Norad are the main financial contributors to many development organizations in Norway, it becomes important for organizations to meet these national guidelines in order to maintain support and funds.

Results-based management (RBM) has for the last years become a central part of development cooperation. However, the organizations face great challenges, as social development and change is complex and difficult to quantify and measure (Li, 1999; Phillips & Edwards, 2000; Riddell, 2007). The increased focus on results and quantification in development cooperation is interesting from a Science, Technology and Society (STS) perspective, as it illustrates how numbers can lead to changes in policy making and the development sector. Such change gives the organizations incentives to rethink and reinvent current practices for collecting and presenting results, as it forces them to think about how the organizations carry out their work. It also raises an interesting question regarding the current development: for how do the organizations respond to these increased demands of demonstrating quantitative results?

1.2 Thesis structure

This thesis aims at exploring the political technologies of numbers by taking a deeper look at how organizations perceive and adapt to increased demands for measureable results from a STS perspective. Studying how numbers are not only understood as passive objects in reports and statistics, it is revealed that they are also active contributors to the evolution of development cooperation. Exploring the organizations' routines, methods, and perspectives on results, this study will show how the understanding and forming of this has as much to do with historical, cultural, and social aspects as with political frameworks.

For this study, I have chosen to focus on two Norwegian development organizations: NCA and Norfund. Despite differences in practice and work, both have to adhere to the general guidelines given from national institutions. While NCA is a typical NGO working with advocacy and humanitarian aid, Norfund is an investment fund with a mandate to reduce poverty in developing countries through business investments. It is these differences that make a comparison of the two organizations particularly interesting.

The thesis is divided into seven chapters. The first chapter provides an introduction, presenting readers with both structure and research questions. The second chapter presents the thesis' methodology and design. This serves to narrow the scope and structure the assignment. The third chapter gives a short presentation of the key organizations, and the fourth presents the theoretical framework. Here, the reader will be introduced to concepts such as *front- and backstage* and the *political technologies*. Chapter five takes a closer look at the empirical data. We begin with the organizations' routines and understanding of results, before studying how they present their data. In the sixth chapter, I will explore the relationship and interaction between the state and these organizations, and also take a closer look at the challenges of reporting on measureable results. The final chapter will summarize findings and present concluding remarks.

1.3 Research Questions

In relation to the increased demands for results, both Norfund and NCA are signaling improvements on current reporting systems (Berge, 2012; Frengstad, 2012). As mentioned in Chapter 1.2, although the organizations do have different methods of work, they still have to report on their activities according to the general guidelines given by the government. Regardless of how the organizations have chosen to meet these demands they face the same challenges: social development has proven difficult to measure.

As this study aims at exploring how NCA and Norfund perceive and present results, it is important to explain the particular denotation of “results” in the context of this study. The terms “result” and “evaluation” is often used intertwined as they are closely related.

Throughout this thesis, “result” indicates to the outcome of a consequence. Hence, how NCA and Norfund report on results refers to the gathering of data, and connecting it to project effects and outcomes. For instance, the X numbers of malaria vaccines has decreased X numbers malaria related diseases, or the X number of work places increased the general income in a certain region with X percent. Evaluation refers to the assessments done either before, during or after a project is initiated: will the investment be profitable? Does the women’s workshop contribute to the reduction of domestic violence? Were the projects effective? In an evaluation process, results are often used as indicators to see if the projects are successful or not. For clarification, the focus of this study is to take a closer look at how NCA and Norfund organize their work, and the challenges the organizations meet when trying to make results measureable.

Although the debate between NCA and Norfund have calmed down in public, how to evaluate and measure results is continuously discussed between actors working with development. While the debates between the organizations in 2011 is important for understanding the gap between them, this thesis study the understanding of results *within* the organizations, and how they respond to the increased demand for results. Because MFA and Norad influence the practices upheld within NCA and Norfund, this relationship will also be included in the thesis. In this relation, it will be interesting to see how NCA and Norfund chose to interpret and adjust to the guidelines given by the state. Specifically, the aim of this thesis is to answer the following research questions:

- 1) How do NCA and Norfund understand and present results?
- 2) How do numbers as a political technology influence the context in which the organizations are a part of, and in what way does this affect how the actors understand and present results?

The first research question mainly addresses the routines within the two development organizations. Gaining an insight of the internal process will also provide a useful frame of reference further in the analysis, as what happens backstage is closely related to the context surrounding the organizations and their front stage work. Studying the internal routines for collecting information, the first question will analyze how the collected information is translated and transformed to reach the public.

Research question two is more explorative. Inspired by Kristin Asdal's work regarding the influence of economic science in her study of nature, I take a closer look at how numbers as a *political technology* help shape, unite, and distance the two organizations. While the organizations agree on methods for measuring and reporting on results to a certain extent, their differences on this matter creates a space between the organizations. The second research question will focus on how NCA and Norfund have responded to the increased demands for more quantitative results. Given that the two organizations have to follow similar guidelines from national institutions, it is worth noting how NCA and Norfund have developed different sets for conducting and presenting results. As useful as they might be, working with results in development cooperation is an informative but also frustrating process.

2 Research method and design

2.1 Case study

According to Yin, a case study is preferred in empirical investigations when research questions are exploratory in nature and are formulated as “how” or “why” questions. They should also be a study of contemporary phenomena with no clear boundary between a phenomenon and context. This prevents the investigator from taking control or manipulating data (Yin, 2009, pp. 9 – 11). It is worth noting that this definition has been found problematic, as it excludes past historic phenomena (Ragin, 2001).¹ A broader definition is found in Ringdal (2007). Here, a case study is understood as the investigations of one or many cases in form of individuals, families, organizations, countries, decisions, or events (Ringdal, 2007, pp. 149 – 150).

A case study is highly dependent on a clear research question and solid theoretical framework, as this lays the foundation for further investigation and validity (Punch, 2006; Yin, 2009). The strength of a case study lies in its ability to study an event in its wholeness, using multiple data sources and collection methods. However, case studies have also been criticized for their lack of ability to verify or trace data backwards (Yin, 2009; Punch, 2005). There is also the danger of ecological fallacies due to weak data (Ringdal, 2007, pp. 163 - 164). An imperative for qualitative studies is therefore to follow a research protocol with an extensive description of how the research has been conducted when collecting, analyzing and reporting results (Yin, 2009). At the initial phase of this study, a project outline, research questions, and interview guide were created. While the research questions were presented in

¹ Yin published his first book in 1984 (Yin, 2009, p. ix). The book used in this thesis is the 4th edition (2009).

Chapter 1.3, the project outline, case definition, and data collection process will be presented throughout this chapter. Interview guides are listed as Appendix 2 and 3.

The design of a case influences also the sample selection. A study of few cases is usually combined with quantitative investigations. Ringdal (2007, p. 157) makes a distinction between serial case studies, in which samples are not chosen in advance, and multiple case studies, in which samples are chosen in advance. Because NCA and Norfund were chosen in advance, makes this thesis a multiple case study. The organizations were chosen for their relevancy and accessibility. As both organizations were visible in the media last year discussing topics of results, NCA and Norfund's different approach to development work and results seemed as an interesting point of departure. In addition, both organizations are located in Oslo, making them more accessible in terms of contact and visiting.

2.2 Using textual data as analytical material

Observations, personal interviews, and text analysis are often recognized as qualitative methods for collecting data (Punch, 2005). While numerical data give information on the amounts and distribution of phenomena, textual data explores meanings and intentions (Johannesen, Tufte & Kristofferen, 2006, p. 56). Texts may include letters, e-mail correspondences, personal documents, agendas, meeting minutes, administrative proposals, reports, formal studies, news clippings, and other articles (Yin, 2009, p. 103; Asdal, 2008c).

Documentary analysis has been a useful tool for examining Norfund and NCA's work for reporting and presenting results. Such inside information can be valuable for an investigator, as all textual sources are a result of human activity produced on the basis of certain ideas, theories, or commonly accepted principles located within social, historical, or administrative structures (Punch, 2005, p. 226). Texts and interview printouts are has therefore been an important part of my investigation cycle, as language conveys particular

meanings and experiences (Punch, 2005). As the amount of material can be overwhelming, data reduction becomes a critical part of conducting effective research (Ringdal, 2007).

When collecting texts, the main focus was to access the annual reports of NCA and Norfund. In addition, Norfund also published a report on operations, which was included to the data collection. Reports were found online through the organizations' websites. The oldest reports available online are from 2004/2005 for NCA, and 2007/2008 for Norfund. Because the shift to increased demands has been recent, the material is considered sufficient for exploring how the organizations understand results today. White Paper No. 35 (MFA, 2004), and Norad's external evaluation of NCA and Norfund have also been included as data. In addition to texts, I have also explored the organizations' web based material and the organizations' use of images and colors schemes, as these is an important part of how NCA and Norfund portray their public profile. In Norfund's case, special attention was devoted to "development effects" and "development indicators", and how these were portrayed. For NCA's Global Strategy Report 2011 – 2015 (NCA, 2011a) and Report on Results 2011 (NCA, 2012a) were of special interest, as new strategies and global indicators are presented. NCA's new strategy will be further presented in Chapter 3.

2.3 Interviews

In addition to textual analysis, interviews are useful when studying people's perceptions, meanings, definitions of situations, and comprehension of reality (Punch, 2005, p. 168). In terms of design, interviews can be divided into three types: the structured (questionnaires), the semi-structured (loosely structured, content-focused talks), and the unstructured (open-ended talks) (Punch, 2005, p. 169; Hay, 2010, pp. 101 - 111). Interviews give the ability to focus directly on the relevant study topic, and provide the researcher with valuable insight on

an event or phenomena. However, potential pitfalls include poorly articulated questions, biased responses, and inaccurate information due to poor recollection, personal chemistry, or other circumstantial factors (Yin, 2009, p 102). Yin has also listed the lack of reflexivity as a weakness as it can make the research biased. Although biases are inevitable, I believe the awareness of one's position and theoretical background can be advantageous for an investigator as it lessens the negative effects on valid researches.

As a part of understanding the processes of reporting on results, I have made use of semi-structured interviews. This makes a majority of the questions open-ended and content-focused, giving me the possibility to redirect the conversation should it veer away from the topic (Hay, 2010, p. 110). This focused method proved useful as interviews were limited by time constraints. The interviewees' descriptions of results have been collected, analyzed and used as examples to shed light on or enhance different topics.

To make contact with the informants, I used the "snowball recruitment" method (Hay, 2010, p 159), asking initial contacts to suggest and connect me with other relevant informants. Contact with NCA was initiated through an acquaintance from my internship in Vietnam. Contact with Norfund began through a faculty professor, as the Communication Advisor had studied at the center. It is believed that access would have been granted without these connections, but that introductions through connections made the process easier.

When choosing people to interview, main questions considered were: Who will be interviewed, why, and for how long will the interviews last? Given that the topic is about results, contacts connected me to the leader of the Division of Program Quality (PQ) in NCA, and the Grant Facility Manager & Development Advisor (GMDA) in Norfund. To balance the selection and input, the Head of PQ put me in contact with the Advisor for Methods and Results for NCA. In Norfund, the GMDA arranged a meeting with the Head of the Department for Strategy and Analysis in Norfund. During the process, it became evident as

writing about how results are published that it would be fruitful to meet with a communication advisor from each organization. Because Norad is NCA's biggest funder, I also contacted the Director of the Civil Society Department (CS) in Norad. We had met on an earlier occasion in Vietnam, and I chose to re-establish this connection. By contrast, Norfund does not receive resources from Norad, but MFA. However, because Norad has great influence over state guidelines for reporting, it seemed beneficial to talk with someone from Norad.

Interviews with representatives from Norad's Evaluation Department and Department for Methods and Results, external consultants, and MFA were also considered. However, due to the thesis' scope and time restrictions, informants were chosen more strategically. I also reached a point of saturation, where talking to more people seemed superfluous. Nevertheless, there was a challenge in scheduling interviews, as the gathering of data took place primarily from May through July, a period which coincides with the Norwegian general staff's summer holidays. An overview of the people interviewed is listed in Appendix 1.

Interviews were held from May through September 2012. Informants were presented with the interview topic in advance, and oral consent was given. The interviews lasted approximately thirty minutes to one hour, and were held in meeting rooms available at each of the organization's office. Because the interviews were semi-structured, interview questions were printed out in advance. All interviews were held in Norwegian and recorded with a smartphone, also under consent.

A smartphone was deliberately chosen over a traditional recorder for two reasons. On a practical level, the smartphone was chosen for its high sound quality and ease of ability to transfer between devices. Further, as smartphones have become common in daily life it was hoped that the phone would better blend into the environment than would a traditional voice recorder. Voice recorders could have made the informants more conscious of the interview

setting, and less willing or able to speak candidly. Few notes were taken during the interview, as it could distract the informants. All interviews were transcribed in Norwegian within a couple of days and stored electronically with the purpose of analyzing statements later. Quotes used in the thesis are translated from Norwegian to English, and sent to the informants for approval.

In addition to the textual research and interviews, I also attended seminars and debates arranged or attended by the organizations. These meetings gave me the chance to experience the organizations' public profiling, as well the opportunity to introduce myself to NCA and Norfund. For an overview of attended seminars and meetings, see Appendix 4.

2.4 Methodological remarks and reflections

The thesis does come with certain limitations. Chosen to study the perceptions and responses to results, I primarily contacted people working with evaluation, results and communication. In retrospect, it could also have been fruitful to talk with someone from NCA who had worked with the evaluation reports of the EDFIs. Although not directly linked to reporting practices, it could have given additional insight of how NCA understands results, and if the report had been followed up after it had been published. Additionally, I would like to make three methodological remarks with regard to research design.

First, my 2011 internship with NCA Vietnam can be seen as a strength or weakness. However, the internship did provide information and knowledge of internal routines and guidelines used by NCA. First-hand knowledge of practices and methods is a great advantage. On the other hand, if routines have changed, my experiences are outdated. Although I no longer have any contact or affiliation with NCA, it is believed that the internship may raise questions of validity and objectivity. To avoid such issues, authors such

as Yin (2009) and Punch (2010) emphasize the importance of self-awareness. A clear project design and chain of evidence increases the paper's transparency and legitimacy.

Secondly, a good interview is often based on a common understanding of the concepts between interviewer and informant. This not only keeps the conversation flowing but also hinders misunderstandings. In this study, not mastering the worlds of the informants could sometimes be a challenge, as some concepts and abbreviations were initially unfamiliar to me. This *asymmetrical relationship* (Hay, 2010, p. 32) became painfully clear during an interview in which one of the informants expressed that he or she had the impression that I had not read the material thoroughly enough and had therefore missed important points. Before the interview, I had deliberately prepared open questions on routines and processes on which I wished the informant to elaborate. This informant interpreted such questions as poor preparation. It is worth noting, however, that coming from outside and asking seemingly "stupid" or "naïve" questions is not without its advantages. It forces the informant to reflect upon things that insiders might take for granted. The aforementioned incident caused the informant expand on certain subjects, giving me as an outsider, more insight than I would have had based upon texts alone. For this reason, I found it important to clarify any ambiguities during interviews and speak openly on any issues that were unclear.

Third, using a laboratory approach for exploring the organizations (Latour, 1996; 1999, Asdal, 2008c), my initial point of departure was to study how NCA and Norfund understood evaluation work. This is also visible in my interview guides, as the term "evaluation" is prominent throughout the interview outlines. As I got further into the analysis new aspects revealed, forcing me to go back and forth in the material. However, during the interviews, and while analyzing empirical data, I was directed towards the organizations' perception of "results" as the organizations were talking more about outcomes and results

than evaluation. Consequently, the focus shifted from studying evaluation to results. Thus, the case study can be characterized not as a linear, but circular and explorative process.

3 Introducing key organizations

This chapter begins with a short background presentation of NCA and Norfund, followed by a study of the organizational structure in terms teams working with results. This section also looks at NCA's and Norfund's relationship with the government agencies, in this case Norad and MFA.

To fully understand the workings of each organization it is necessary to understand the contexts to which they relate and respond. For many NGOs, funds come from official and private donors. This is true of NCA, as Norad and MFA contribute 58% of their income budget (Norad, n.d.), in addition to private funding. By contrast, Norfund is owned by the state, and funds are allocated through the Storting (Parliament) and MFA. For comparative reasons, this assignment will focus on the relationship between the organizations and the state, as the state as funder becomes a contact point for NCA and Norfund (Asdal, 2008b).

3.1 The Norwegian Church Aid

3.1.1 Background

What started as a fundraising campaign in 1947 has today become one of Norway's largest NGOs working with issues of development and cooperation. In 2011, NCA had a total of 819.1 million NOK in acquired funds (Tønnesen, 2007, p. 17; NCA, 2012a, p. 86). In terms of resources, this makes NCA one of Norway's biggest NGOs, along with the Norwegian Refugee Council, the Norwegian Red Cross, the Norwegian People's Aid, and Save the Children (Norad, n.d.).

NCA's mandate is to be “an ecumenical, diakonal [sic] and humanitarian organization mandated by churches and Christian organizations in Norway to work for a just world, by

both empowering the poor and challenging the wealthy and powerful” (NCA, 2011a). The involvement of rights-holders is a central part of NCA’s work methods, as they try to cooperate with local and national partners whenever possible. Here, emergency response, long-term aid, and advocacy are identified as key focus areas. This is again divided into twelve global programs as illustrated below. The upper squares indicate the focus areas, and the squares below represent NCA’s programs:



Figure 3.1 - NCA's Global Programs (NCA, 2011a, p. 9).

To match each program, NCA launched in 2011 twelve expected outcomes under the name Selected Output Indicators (SOIs). In order to improve the quality of work and reports, each of the thirty-three COs can choose a maximum of five programs. By selecting a program, the CO is committed to report on the related SOI to the main office in Norway (Berge, 2012). For instance, if a CO chooses “Climate Justice” as their focus area, and “Climate change and mitigation” as their program, the SOI they would have to report back to the main office would be the “Number of rights-holders with access to sustainable energy solutions” (NCA,

2012a, p. 54). For Vietnam, to give one example, this might be the number of people in NCA's biogas project. Although the projects will vary from country to country, the indicators are mutual for all COs to report back on. The numbers are then sent to the main office, where they are aggregated and presented on a global level.

While the SOIs have been reported and published, it is worth mentioning that they are still on trial throughout 2012 (NCA, 2012a, p. 7). For a full overview of the expected outcomes and SOIs, see Appendix 5.

3.1.2 Division for Program Quality

In addition to new indicators, NCA has also undergone an organizational rearrangement to improve communication and to strengthen evaluation processes and results. As part of NCA's new strategy, the Division for Program Quality (PQ), which used to be a separate and independent division, is now included under the Division for International Program (DIP) (Berge, 2012). The implementation of a new structure was a decision to increase and secure the program quality in all project segments (NCA, 2011a).

In NCA's new global strategy, focus on Planning, Monitoring, and Evaluation (PME), as well as on reporting results, became NCA's new priority area (Langhus, 2012). Currently, the DIP has a total staff of approximately fifty people: around thirty of these works for the PQ division. Like the SOIs and global strategy plan, this new rearrangement is also under continuous evaluation. The organization uses both internal and external evaluations to assess implemented work models (Berge, 2012; Langhus, 2012; Wang, 2012). While internal evaluations are discussed for improving workflow, external evaluations are used to see if the implemented projects are understood as successful for outside actors. The new strategy is innovative and has required significant organizational restructuring. Whether this can be

understood as an outcome of political influences or as an internal decision will be further discussed in Chapter 6.

3.1.3 Context and Framework: Norad and MFA

NCA's relationship with the government dates back to the 1960s, when they initiated a farming project in East Nigeria partially funded by Norad. By the end of the 1960s, NCA became a prominent actor in emergency relief during what is today known as the Nigerian-Biafra War (Tønnesen, 2007).

The relationship between NCA and the government has continued, Norad and MFA constitute approximately 58% of NCA's total budget. In 2011, 217 million NOK came from Norad, and 209 million NOK from MFA (NCA, 2012a, p. 5). However, the relationship between NCA and Norad is dependent upon certain conditions. For the period 2011 – 2015, Norad and NCA have signed a cooperation contract, named QZA-1070953 (Norad, 2011c). The contract's content clarify Norad's expectations of how the funding should be distributed:

The grant can cover 90% of the Portfolio's expenditure, excluding Administrative costs. The grant receiver must through annual reports document at least 10% of the Portfolio's accounted expenses, exclusive the Administrative costs (Own share) the Recipient has acquired in Norway (Norad, 2011c, p. 2).

Further, the contract states how the money will be distributed, every semi-annual period (Norad, 2011c, p. 3), and how they prefer the results to be presented. In the contract's Appendix 1, the demands listed are quite general in form: NCA must report on objectives, expected outcomes, results, target groups, and total budget for each year (Norad, 2011c). With regard to format, NCA has the freedom to determine the layout and construction of the report, as long as the information above is included.

In recent years, Norad and MFA have begun to signal the importance of better and improved results reporting (MFA, 2004; Norad, 2011b; Norad, 2012a; Norad, 2012b). On the one hand, the changes in NCA can be understood as their way of satisfying Norad. On the other, this can also be interpreted as a parallel development created by both the government and the development cooperation organizations. The process of presenting results, as well as the relationship between the state and the organizations, will be further explored in Chapter 5 and 6.

3.2 Norfund

3.2.1 Background

Compared to many of the Norwegian organizations working in development, the Norwegian Investment Fund for Developing Countries (Norfund) is fairly young. Established by the Storting (Parliament) in 1997 as part of the government's development policy, Norfund works under a special law called the Norfund Act (Norfund, 1997). Their objective is to “encourage business development and contribute to economic growth and poverty alleviation” (Norfund, n.d.a).

Norfund is also a part of the European Development Finance Institutions (EDFI), a community for DFIs in Europe. Although the DFIs differ in their work methods, such cooperation makes coordination easier, as the institutions do not overlap in terms of projects. It also allows the EDFIs to compare methods and practices when working with development effects (Norad, 2012; Frengstad, 2012a).

Norfund's job is to make investments in high-risk countries more attractive by providing and disposing state capital for companies willing to invest in developing countries (Liland & Kjerland, 2003). This is also reflected in their mandate, which states that Norfund

shall “...establish viable, profitable enterprises that would not otherwise have been established because of high risk” (Norfund, 1997, p. 3). Instead of using methods found in traditional development cooperation organizations like NCA, Norfund uses an economic approach. By being a responsible investor, Norfund’s aim is to make profitable investments in developing countries (Norfund, 2012a). A rough description of Norfund’s investment process is provided in the illustration below:

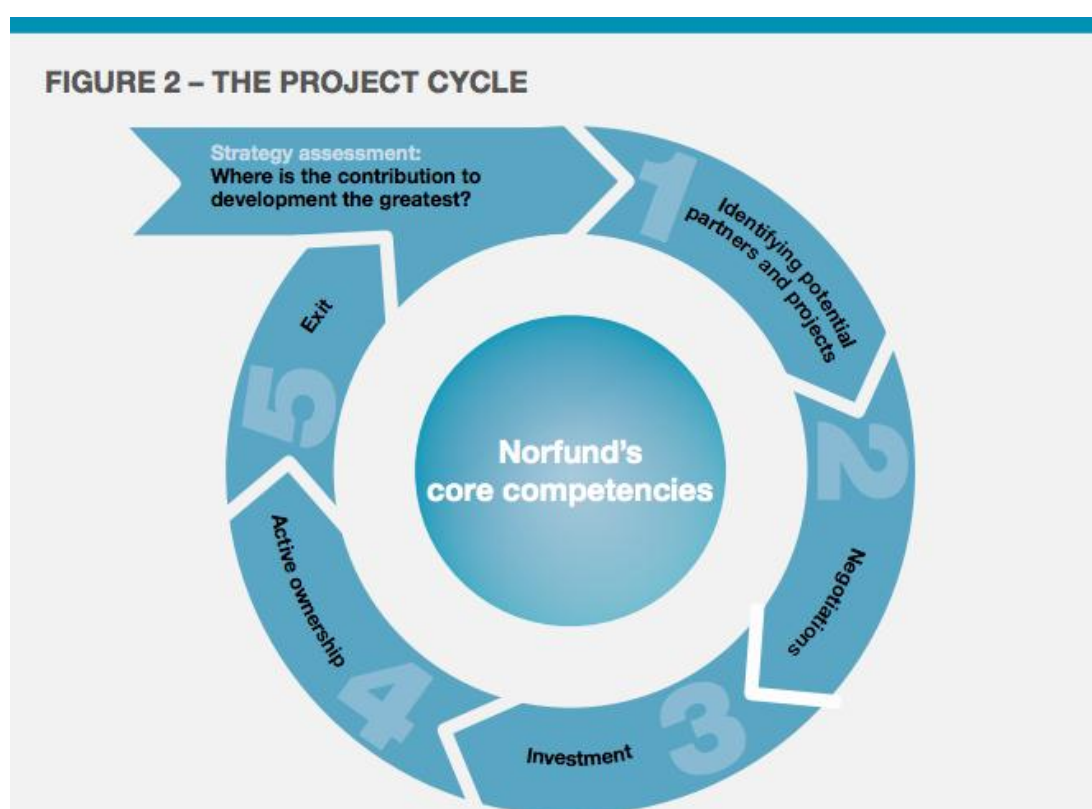


Figure 3.2 - Norfund's Project Cycle (Norfund, 2012a, p. 20)

The cycle begins when partners and projects are identified, either through probing the market or being contacted by business associates. During this phase and throughout business negotiations, projects are systematically screened and analyzed: are the projects in target regions and investment areas? Are they in line with national laws, and are the people running the project responsible? Furthermore, a risk and needs assessment, ESG (Environment, Social

and Governmental considerations), and profitability measures, must be assessed before the Norfund Board can approve the projects (Norfund, 2011a).

Norfund's four investment areas are: financial institutions, small-medium-sized enterprises funds (SME), renewable energy, and industrial partnerships. These projects are all concentrated in Eastern and Southern Africa, as well as Central America and Southeast Asia (Norfund.no, n.d.a). To secure a financially sustainable investment, Norfund has developed an own exclusion list of activities they do not support due to high risks and/or harmful effects. This list includes businesses or activities involving child labor, production of weapons, prostitution, and tobacco (Norfund, 2011a, p. 17).

Norfund also follow guidelines made by the International Finance Cooperation (IFC), a development institution focused on private sectors in developing countries and a member of the World Bank Group (WBG) (IFC.org, n.d.a). The standards were introduced in 2006, and concern issues such as: 1) the assessing and handling of social and environmental risks, 2) labor legislation and working conditions, 3) efficient use of resources and pollution and contamination prevention, 4) local society's rights for health and security, 5) land property rights and intermigration, 6) biodiversity and sustainable management of living natural resources, 7) rights of indigenous people, and 8) the preservation and protection of cultural monuments (IFC.org, n.d.b; Norfund, 2011a, p. 17). For Norfund, the aim is "not looking for the 'perfect enterprise', but business managers who show the desire and ability to lift these standards over time" (Norfund, 2011a, p 16). Investing in sustainable long-term projects, businesses are able develop gradually and consistently, hence contributing to economic growth.

3.2.2 Division for Strategy and Analysis

As NCA is larger than Norfund, Norfund's Division for Strategy and Analysis is smaller than NCA's in terms of staff. The Division for Strategy and Analysis (SA) consists of four staff members: the Director, Communication Advisor, Macro and Development Economist, and Grant Facility Manager and Development Advisor (GMDA). Each employee is responsible for their area of work, although some tasks may overlap and require cooperation (Norfund.no, n.d.b). Another difference between NCA and Norfund is that Norfund have only hired people with an economic background to work with results analysis and communication, while the people working in NCA come from different disciplines such as advertising, sociology and political studies. Because the data and information Norfund communicate is technical, knowledge about financial terms and theories is necessary. This is also reflected in their presented material, as they wish to target investors and potential partners who also speak in economic terms. However, because Norfund is a development investor, they find themselves in a position where they have to respond to investors and development workers simultaneously. This will be further explored in Chapter 5.

For collecting information, Norfund uses standardized schemes. It is the Project Managers who are responsible for collecting these from the projects, before sending them to the GMDA for analyzing the development effects (Berg, 2012; Frengstad, 2012). This process will be further explored in Chapter 5.

3.2.3 Context and framework: Norfund and MFA

MFA set Norfund's budget on an annual basis. This amount has seen a gradual yearly increase until recently: in 2011 Norfund received 6.279 million NOK and in 2012 this sum doubled to 1.05 billion NOK (Norfund, 2012a; MF, 2012b). The budget expansion can be interpreted as a shift in attitudes regarding Norwegian development cooperation. While

traditional NGOs are still the biggest recipients of the annual government budget regarding poverty alleviation and humanitarian aid issues, Norfund's budget expansion can be interpreted as the state's acknowledgement of their work.

Although the Norfund Act from 1997 states MFA as the main owner, the law also releases the state from responsibility and liability of Norfund's commitments (Norfund.no, n.d.a; Norfund, 1997). This means that the Storting are entitled to provide certain guidelines and update these through their annual allocation letter. These guidelines can be directions on how the money should be spent, but they cannot dictate which specific projects Norfund should invest in. In addition to the annual allocation letter, Norfund is also obligated to meet quarterly with MFA, where status, important incidents, and information are presented (Nafstad, 2012).

3.3 Summary

This chapter has given an overview of the Norwegian Church Aid (NCA) and the Norwegian Investment Fund for Developing Countries (Norfund). The reader was presented with a brief background presentation, followed by a short description of NCA's Division for Program Quality, and Norfund's Division for Strategy and Analysis. Additionally, I have also described NCA and Norfund's relationship to the Norwegian Agency for Development (Norad) and the Ministry of Foreign Affairs (MFA).

Receiving almost 216 million NOK from Norad and MFA in 2011, NCA is one of the biggest humanitarian NGOs in Norway today. Their work is focused around emergency response, long-term aid and advocacy work, and they cooperate closely with partner organizations on development projects when working on development projects. As recipients of Norad and MFA's allocation money, NCA is committed to deliver a report on results to Norad on an annual basis (Norad, 2011c). As demands for measureable results have increased

both internally and from the state, NCA launched a new global strategy in 2011. Here, a new organizational structure, the Division of Program Quality was given more resources, and Planning, Monitoring and Evaluation (PME) and reporting on results was given more attention.

Fully funded by the Storting (Parliament) and MFA, Norfund is an investment fund, encouraging business development in high-risk countries. From 2011 to 2012, Norfund almost doubled, as their budget was increased from 6.279 million NOK to 1,05 billion NOK (Norfund, 2012a; MF, 2012b). The organization was established in 1997 under special law, called the Norfund Act (Norfund, 1997). The Act declares MFA as Norfund's owner, but releases the state from responsibility of Norfund's commitments (Norfund.no, n.d.a; Norfund 1997). Norfund's objective is to secure long-term and financially sustainable investments, and contribute to economic growth. The organization itself is smaller than NCA. Their Division of Strategy and Analysis (SA) consist of currently four positions, where the Grant Facility Manager & Development Advisor (GMDA) is responsible for the analyzing of development effects. Because the terminology used in Norfund is technical, the employees in the SA Division mainly have an economic or financial background.

To understand the workings of NCA and Norfund it has been necessary to understand the contexts in which the organizations relate and respond. However, before I go further in exploring the organizations perception and presentations of results, the analytical concepts and tools used for this thesis will be presented.

4 Theoretical framework

Before discussing how the organizations respond and relate to reporting on results, analytical concepts and tools will be presented. Because development cooperation is a complex and diverse field, it becomes difficult to grasp, let alone describe. Therefore, in order to describe these complexities, theories and concepts become useful tools. By enhancing core essences or phenomena, reality is simplified and broken down, and made easier to understand (Johanessen, Tufte & Veiden, 2006, p. 103).

Borrowing the concept of *front- and backstage* from Erving Goffman (1959) and the field of sociology, I will study how NCA and Norfund approach results. Although Goffman mainly focused on human interactions, his analytical tools can also be transferred to study teams or organizational interactions (Goffman, 1959, p. 83). Understanding NCA and Norfund's front- and backstage will give better insight to considerations the organizations must take into account when responding to the growing demands for results. While Goffman is used to study NCA and Norfund, Kristin Asdal's analysis of political technologies widens the scope by focusing on the contexts in which the organizations and the state are a part of (Asdal, 2008a; Asdal, 2008b; Asdal, 2011a; Asdal, 2011b).

The chapter begins with a short introduction to micro interactionism and symbolic interaction. This is followed by Goffman's concepts of front- and backstage. Widening the scope, I will use Asdal's approach to explore how numbers as political technologies influence the interactions and routines between the organizations and the state.

4.1 Goffman's dramaturgical analysis

In sociology, *micro interactionism* and the theory of rational choice came into existence around the 1960s as a critique of functionalism, claiming it was too structural and macro-oriented. Under the slogan of George C. Homans, the objective of the micro interactionists and rationalists was to bring “*the men back in*” (Aakvaag, 2008, p. 63). To study individual actions as conscious choices and considerations, face-to-face interaction became the center of attention. The goal was to study in detail the techniques, procedures, tools, strategies, and methods the actors use when constructing and organizing a meaningful world. Micro interactionism was also split in two directions: social interactionism and phenomenological sociology (Aakvaag, 2008, p. 64). Here, we take a closer look at social interactionism and Goffman's theories of dramaturgical analysis. Human practices are a result of, and enable mediation between meaning, language, and symbols (Aakvaag, 2008, p. 65).

Although never comfortable with the label “social interactionist,” Goffman's theories have been an important contribution to the field of sociology. Inspired by George Herbert Mead and Herbert Blumer, Goffman carried out extensive projects, trying to uncover the micro mechanisms applied when actors use reflexive constructions on social systems. According to Goffman, face-to-face interaction follows its own spontaneous logic where actors adapt to and change roles according to situation and context (Goffman, 1959).

In his *Presentation of Self in Everyday Life*, Goffman presents the concepts front- and backstage. The front stage is described as “the performance” (Goffman, 1959, p. 32). This is where the actor(s) try to create or maintain a certain impression within the context of which they are part (Goffman, 1959, p. 59). Trying to stage a character is what Goffman calls “impression management” (Goffman, 1959, p. 203), and can be steered by things like body language, clothing, or vocal tone. How the actors perform depends on the region of behavior – the place where the performance is given (Goffman, 1959, pp. 109 – 110). The backstage is

where the preparations take place. The audience is often prevented from entering backstage to see what goes on, as the performances are not intended for them (Goffman, 1959, p. 231). As Goffman's analysis can also be applied to study groups in the form of teams or organizations, I have chosen to use his concepts of back- and front stage to study NCA and Norfund (Goffman, 1959, pp. 83 – 108). For NCA and Norfund, routines for gathering and analyzing information are understood as the organizations' backstage. Body language, vocal tone, and clothing are in this case replaced with layout, organizational identity, and public profile. Language, symbols, and texts are performed for their main audience: the public, investors, MFA, and Norad. Hence, the dramaturgic self-representation becomes an important instrument when facing the public. Wanting power to define a situation or leave a certain impression, the actors must perform and play certain roles for each other. Keeping the stages separated becomes a central part of the act. Should, for instance, an internal disagreement become public, the front stage can be disrupted and give the audience a negative impression (Goffman, 1959, p. 92).

Although an attractive theory, Goffman's concept does come with certain limitations. First, the situations are reduced to single events appearing from nowhere, making it difficult to explain the political, historic, and cultural processes that have led to the situation or action. Secondly, the spontaneous logic downgrades the actor's motivational factors for action and the ability to plan ahead is gone, making life stories and identities redundant (Aakvaag, 2008, pp. 91 – 94).

Goffman's dramaturgical approach is useful for understanding the preparations and presentations of NCA and Norfund. However, this approach alone can lead to an inadequate understanding of social interactions. Investigating how political technologies in political institutions link or delink political events, STS studies how science and technology enable

action (Bijker, Bal, Hendriks, 2009, p. 9; Asdal, 2011a, pp. 221 – 222). In the following chapter, Asdal's study of economic sciences as a political technology will be explored.

4.2 Numbers as political technology

4.2.1 What is politics of technology?

What calls for our attention are the technologies of politics – the way in which an imbroglio of science, technology and politics takes a part in producing, rendering real and visible, its object of intervention – while taking politics, that is, the practices of bureaucracy or administration, as the main site or entry of study (Asdal, 2008a, p. 124).

For Asdal, to presume that power comes from one central instance is not an exhaustive theory, as the understanding of power as linear action takes control and authority for granted (Asdal, 2008b; 2011a). When power interacts with knowledge and discourse, the discourse contributes to the production of reality, subjectivity, collective identities and social facts (Asdal, 2011a, p. 215). Accordingly, it is power, the technologies of power, and the constellations between power and knowledge that characterize modernity. Thus, institutional practices become important because it is through them that social realities are established (Asdal, 2011a, p. 216).

Instead of taking a normative stance on political ideas and theories, STS takes one step back by studying the interactions and networks between politics and technology. It also emphasizes that different understandings between institutions and organizations can result in different viewpoints in arguments or political disputes. Hence, political technologies are not only the studies of techniques for domination and power, but also the tools for public involvement and deliberation. Debates and discussions do not only find place in closed political institutions, as they can also be discussed in public spaces (Asdal, 2008b, pp. 11 – 13; Asdal, 2011a, p. 212). In other words, technology is not only about advice and

persuasion, but also about the interactions between the people involved, their interests, values, ideas, and ideologies (Asdal, 2011a, p. 211).

4.2.2 Numbers as political technologies

Politics and government can rarely be reduced to one interest or meaning, as several actors and networks are often involved (Asdal, 2011a, p. 232). On such occasions, political technologies contribute to create and/or establish the situation as actors can use them to initiate or end an action or discussion. Written documents are a common device. White papers, guidelines, instructions, and documents are used as tools for creating norms to disseminate information and open discussions (Asdal, 2011a, p. 213). Thus, politics is as much about the technical devices making it possible to govern, as it is governing strategies. However, as these devices and practices also enable participation, the relationship between the organizations and the state is not only top-down, but also bottom-up (Asdal, 2011a, pp. 211 – 212). This indicates that when it comes to political discussions, it is rarely a question of one interest versus another, but confrontations between several competing desires.

One tool in political technologies is the use of numbers and statistics, as they promote or oppose issues by making it possible to govern, interact, or create controversies (Asdal, 2011a, p. 212)². As Asdal illustrates when mapping out Norwegian environmental disputes during the post-war period, numbers played a decisive role in settling disputes of pollution and tracing the reason for the increasing amount of acid rain. As the case was discussed between the Norwegian Pollution Control Authority, the Ministry of Environment and

² In Norwegian, Asdal uses the term “Tallteknologi” as a collective term for numerical political technologies. Currently, there are no good translations for this in English as the dimensions of political technology fall short when trying to find a good rendition of the term. In short, “tallteknologi” refers to the numerical technologies used in order to create or establish an issue or case. This may be in form of statistics, annual and emissions reports, papers of accounts and balances, and so forth.

Ministry of Finance, numbers became a productive tool for shaping the discussions of emission levels in Norway (Asdal, 2008a; Asdal, 2011a).

A common misconception is that numbers are able to produce effects and enhance authority. In reality, it is rather the frameworks in which numbers are used that give them the power to constitute an issue. What become objects of dispute are often a result of administrative, technical, and scientific interventions and interactions (Asdal, 2011a, p. 98; 217; 233; Asdal, 2011b, pp. 1 – 2). As we shall see in Chapter 6, development presentations have taken a turn from promoting qualitative success stories, to a quantification issue of social processes and physical sizes.

4.2.3 Numbers as trust and objectivity

Numbers are understood to give accurate presentations of the world, making statistics, budgets, and diagrams crucial technologies to strengthen arguments (Asdal, 2011b, pp. 1 – 3). Calculating practices can evoke conviction or skepticism. Because numbers are believed to be detached from personal interests, they have become a legitimate technology for creating trust and reliance (Asdal, 2011a, p. 75; pp. 102 – 103).

However, numbers can also be a challenge. First, numbers do not automatically lead to action. People may agree that poverty alleviation is important, and trust the numbers presented of people living under the poverty line, but this does not automatically create a collective social action (Asdal, 2011a, p. 103). Second, getting too absorbed in numbers and their technologies can distract the organization from their primary objectives (Asdal, 2011a, p. 84). This was also a concern when talking to NCA and Norfund. Although they understood measurable results as fruitful in terms of organizational and methodical development, the organizations experienced the increasing demands for comparative results as overwhelming. In Chapter 6, these challenges will be studied further.

4.3 Theories applied to case

Before moving on to the main body of this study, certain concepts will be presented to substantiate the selection of theoretical concepts and framework through (1) study of the materiality of results, (2) study of how the state and the organizations use numbers as a tool and instrument for interacting, setting agendas, and influencing the context of which development cooperation organizations are a part.

In Bruno Latour's *Aramis or the Love of Technology* (1996) and *Pandora's Hope* (1999), it is pointed out that all projects begin as systems of signs, texts, and language. Showing the reader that an idea can become reality just as much as reality can become an idea, Latour studies how the relationships between signs, objects, and events are uncertain and fluid (Latour, 1996). The use of Goffman's concepts of back- and front stage is inspired by Latour's methods for approaching situations. By turning the world into a laboratory, Latour follows a case from inception, and unravels the many steps the materials take before being transformed and translated in order to become a finished product (Latour, 1999; Rottenburg 2009).

Goffman's concepts of back- and front stage is also visible in Collins and Pinch's *The Golem at Large*, where they illustrate how scientists *try* during experiments, and *show* during demonstrations (Collins & Pinch, 2010, pp. 62 – 64). The concept *trying* is situated in private spaces, the backstage of the organizations. This is where experiments take place, and where scientists test theories and methods. When the exploration is finished, discoveries are presented to the outside world. Collins and Pinch's understanding of demonstrations is very similar to Goffman's concepts of front stage and impression management, as “a good

demonstration is not a matter of finding out unknown things, but arranging a convincing performance” (Collins & Pinch, 2010, p. 63).

The thesis does not take a stand on which practices are best, which are right, or which are wrong. Rather, this is a study of how NCA and Norfund have chosen to respond to the demands for results in development cooperation. Understanding how and why NCA and Norfund manage results is the first step in this thesis. The second is to understand the influence and interactions of results and the reporting of results. The aim of this thesis is to study these particular organizations’ perspectives and understandings of results, and to investigate the political influences from the state. Here, Barbara Czarniawska’s (1999) studies of organizational behavior provide an excellent example of how management behavior is no straightforward process, but highly influenced by social practices and norms (Czarniawska, 1999, p. 8). Further, David Mosse (2005) and Richard Rottenburg (2009) offer great contributions for understanding the complexity of challenges in the development sector through a STS perspective. Rottenburg’s concept of *translations* is particularly interesting, and will be further explored in Chapter 5.2.

Another valuable contribution is Roger Riddell’s study of development cooperation. In *Does Foreign Aid Work?*, Riddell analyzes and studies the many challenges of development aid, including the reporting on results. In addition to the difficulties related to making social processes measureable, Riddell identifies lack of resources and biased information as methodological challenges. Collecting data for results can be a demanding process, which some organizations lack. This applies especially to smaller organizations that may lack the capability and capacity to implement exhaustive reporting routines. In addition, information presented to the public is not unbiased cross-sections of the organizations’ work, but often success stories specifically chosen to portray their work positively (Riddell, 2007, pp. 168 – 169; pp. 270 – 278).

These challenges, which will be further explored in Chapter 6, are essential to understanding why development actors are discussing methods for reporting on results. Studying the routines and the context development actors find themselves a part of, this thesis' foundation is based on Kristin Asdal's analysis on political technologies and Goffman's dramaturgical approach. Whereas Asdal studies political technologies and management of nature and emission, many of her observations and interpretations are applicable to understanding how demands for measurable results form the frameworks for the development organizations. In order to manage the amount of project information, the projects are organized into structured documents of matrices and tables. Thus, the use of Goffman and Asdal complete each other. Here, the day-to-day routines in NCA and Norfund understood to be non-political issues of checks and balances were uncovered as political practices of policy and constructions of disputes. Relating concepts from sociology with STS to grasp the processes and layers that form reporting practices, sheds light on the intricate practices of the organizations.

5 Working with results

As Bruno Latour said, “For the world to become knowable, it must become a laboratory” (Latour, 1999, p. 43). Using Latour (1999), Asdal (2008c) and Goffman (1959) as point of departure, this chapter begins by studying NCA and Norfund’s *back stages* as presented in Chapter 4. As projects begin as systems of signs and languages, and the relation between these, texts, illustrations, colors, and interviews become important tools for understanding organizational practices (Latour, 1999; Mosse, 2005; Asdal, 2008c). Routines for reporting on results and practices of NCA and Norfund is necessary to explore to understand how results are perceived and how the organizations work to present them. The presentations of the front stage will be explored in Section 5.2.

Here I will study how numbers and outcomes are used and presented as measurable and statistical results. I will not study and analyze the statistics and outcomes presented by the organizations themselves, but *how* they are collected, interpreted, translated, and disseminated. To fill out schemes and tables, public spaces are transformed into the property of the development project (Mosse, 2005, p. 165). Observations and results are meticulously registered and analyzed before being sent back to the manager or country office for further inspection. Findings are then used to evaluate the project, for the organizations to learn from their findings as well as communicate their results to the public (Latour, 1999, p. 46).

5.1 Backstage: Understanding results and exploring routines for gathering results

Before results are presented, data must be gathered and arranged. Rules for collecting, aggregating, analyzing, and processing data are all preparations for presenting outcomes.

These processes are not shared with the general public, as the routines and discussions are kept within the organization. By exploring NCA and Norfund we are able to see similarities and differences for processing and preparing data.

For NCA, I shall investigate overall reporting routines, while for Norfund the focus will mainly be on routines for reporting on development, and not financial effects. The materials used for studying NCA are mainly NCA's web pages, NCA's *Global Strategy 2005 – 2011* (NCA, 2011a) and NCA's *Global Report on Results 2011* (NCA, 2012a). NCA's Annual Reports for 2004 – 2011 have also been included in the data collection, with emphasis on the 2011 Annual Report (NCA, 2012b). NCA's 2011 Annual Report is available in Norwegian only, while the Global Report on Results 2011 is available only in English. In studying Norfund, I have chosen mainly to examine Norfund's web page, Annual Reports for 2007 – 2011, Report on Operations for 2007 – 2011, and Norfund's *Development Report*, which has been published in Norwegian only (Norfund, 2011a).

5.1.1 Perception of results

One interesting observation is that even though the term “results” is not clearly defined or explained, it is used frequently throughout NCA's material. Print based materials (annual reports, global strategy and report on results) provide no clarifying definition. While NCA's Norwegian site does contain a banner titled “Results,” the site does not provide a clear definition of what a result is. When clicking on “Results,” two new banners appear: “A Glimpse of our Projects” (Glimt fra prosjektene) and “The Money Works” (Pengene kommer frem) (NCA.no, n.d.). These banners direct the reader to success stories, and accounts of the money spent in the previous year. However, this information is in Norwegian only, making it unavailable to an English speaking audience. When asked about this during the interview, the

Advisor for Methods and Results referred to NCA's Strategy Plan, but at the same time acknowledged that a clear definition had not been listed elsewhere:

We have formulated this in our strategy report explaining what it is we wish to achieve within each thematic area, for instance: a good result can be the increase of women's' participation in a certain program. Also, what we formulate as a good result is placed within each program category in our strategy report, but you're right, we might not have listed this in our annual reports (Langhus, 2012).

In the quote above, the Advisor refers to the tables found in NCA's Global Strategy Report 2011 – 2015 (NCA, 2011, pp. 47 - 58). Here, each thematic area is presented, together with an overall goal, main focus area, main rights-holders and duty-bearers. Hence, for NCA a result is not only the outcomes of their projects, but is also defined as when a project meets the goals and focus areas presented in these tables. I find NCA's understanding of "result" interesting. In general, the term "result" means referring to an outcome, the positive and negative effects of a project. Thus, NCA's understanding of result in positive terms only, excludes the neutral or bad outcomes.

| WOMEN, PEACE AND SECURITY | | COMMUNITY VIOLENCE AND SMALL ARMS CONTROL | |
|-------------------------------------|---|---|---|
| Goal | Women and girls are protected against gender-based violence in conflict situations, and participate actively in peacebuilding initiatives | Goal | Local communities address violence and small arms control |
| Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> Protection against GBV in humanitarian responses, with focus on sexual violence Participation of women in all phases and at all levels in peacebuilding processes Psychosocial, medical or other assistance to survivors of gender-based violence, including life skills training Advocate on implementation of UN SC Resolutions 1325, 1820, 1888, 1889, etc. | Main focus for Norwegian Church Aid | <ul style="list-style-type: none"> Local initiatives to rebuild cultures of peace and local capacities for peace Local initiatives for income generation and improved livelihood to reduce the attraction of armed gangs and militias Local initiatives to address armed violence, supply and demand of small arms (collect/destroy) Expose illegal trading of small arms Advocate for international control of small arms |
| Main rights-holders | <ul style="list-style-type: none"> Local communities, with particular emphasis on women and girls | Main rights-holders | <ul style="list-style-type: none"> Local communities |
| Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> Faith actors Combatants and (male) leaders in local/national government Police and military UN Peacekeeping Forces The Norwegian Government The United Nations The international community | Main (moral and legal) duty-bearers | <ul style="list-style-type: none"> Faith actors Police/security forces Local and national government Small arms exporters The Norwegian Government The international community |

Figure 5.1- Example of tables addressing NCA's thematic issues, here "Women, peace and security" and "Community Violence and small arms control"

Although the term “results” is not defined explicitly, NCA present results to the public as achievements and success stories within each program. On the other hand, with a new strategy, Selected Output Indicators (SOIs), and the strengthening of the Program Quality Division (PQ), it is believed that the way results are displayed today will change over time. While the majority of current material is presented as individual success stories, all interviewees stated that a central part of NCA’s new strategy is to incorporate more statistics and numbers in future material (Berge, 2012; Langhus, 2012; Wang, 2012).

Norfund understands results differently, and has divided results into financial and development outcomes. Financial results determine whether the businesses are viable or not, while development effects refer to the businesses’ contribution to societal development (Norfund, 2012a, p. 29). Although development effects and financial outcomes are closely related and presented as joint results in Norfund’s reports, this section will take a closer look at Norfund’s understanding of development effects, as it is more relevant to this thesis. Current development effects indicators used by Norfund are:

All investment areas

- Number of persons employed
- Proportion of women employed
- Total tax contribution
- Share of the portfolio in the LDCs, Africa, start-up enterprises and equity investments

| Financial Institutions | SME Funds | Renewable Energy | Industrial Partnerships |
|---|---|---|---|
| <ul style="list-style-type: none"> • Deposits (number and amount in NOK). • Loans / total equity. • Loans (number and amount in NOK). • Guidelines for exercise of ownership. | <ul style="list-style-type: none"> • Number of first-time fund managers. • Capital disbursed by fund managers. • Fund managers’ approach to the exercise of ownership in the fund’s investment projects. | <ul style="list-style-type: none"> • Capacity (MW and GWh). • Capacity / average consumption per inhabitant. • Reduction of CO2 emissions. | <ul style="list-style-type: none"> • Domestic purchases • Technology transfer (Yes / No). • Improved infrastructure (Yes / No). • Anti-corruption efforts (Yes / No). |

Figure 5.2 Norfund's Development Indicators (Norfund, n.d.c)

For Norfund, the indicators must be directly linked to the projects, as well as possible to collect, and aggregate:

If the Board says, “We would like to know the share of female employees”, we would provide that. The indicator is simple to obtain, and it is relatively robust so we can be quite confident about the numbers we receive. However, we try to avoid indicators beyond those that are directly related to the company because the numbers we get are quite uncertain, and they are of limited interest. We don’t want to assume things; we wish to measure things we actually can measure. It [the indicators used, ed.] should be easy for the companies to report on and for us to follow-up, and they should be relevant (Frengstad, 2012a).

It is difficult to compare development effects with traditional development indicators, because Norfund (and other DFIs) have a different approach and understanding of development results. However, NCA’s recent introduction of the SOIs does follow the same principles as Norfund’s development indicators: they apply for all projects, they are reported on annually, and the numbers are comparable across borders.

Norfund’s aim is to make financially sustainable investments, which also affects the way Norfund reports on development effects. By contrast to NCA, development effects are not something Norfund wishes to achieve directly; rather, they are seen as secondary outcomes of good investments. According to Norfund, creating work places and businesses will boost the economy and help to decrease social inequalities. Hence, development effects are an outcome and not an objective for Norfund and other DFIs: the aim is not to have the highest number of employees, but to invest in the most financially sustainable projects. As Norfund’s Communication Advisor pointed out during our interview:

If you have to choose between two companies and people say, “You *have* to invest in the company who can hire the most,” we say, “No, we want to invest in what is most profitable.” If the company with the most work places is not financially sustainable, then the operation is pointless. That’s why we do not invest targeting development effects, but rather report on them later (Berg, 2012).

In recent years, Norfund has experienced an increase of NGOs and journalists approaching them with questions regarding their activities and operations. Because Norfund has a double mandate of development and business, they must relate to the norms of both practices. In 2011, Norfund published a development report for people not familiar with business terminology (Norfund, 2011a). Here, models and theories understood by those familiar with the study of economics are explained to a broader audience. This development report will be further examined in Section 5.2.4.

5.1.2 Guidelines for gathering results

To evaluate projects, NCA uses the Development Assistance Committee's (DAC) guidelines and recommendations (Langhus, 2012). The DAC was established in 1960 by the Organization for Economic Co-operation and Development (OECD) for member countries to discuss and coordinate aid assistance to developing countries (DAC, 2006). DAC's main function is to collect and publish statistics on aid flow at the international level, and the statistical data collection is based on "standard methodology and agreed definitions, ensuring comparability of data across donors and recipients" (DAC, n.d.a). Statistical data is considered the only reliable and comparable source internationally by DAC, (DAC, 2008, p. 1), and they encourage the use of systematic evaluations of ongoing or completed development interventions, design, implementation, and results (DAC, 2010).

With NCA's new report on results and introduction of new global indicators, it is possible to see that aggregating numbers has become a greater part of their reporting activity. The organization has also implemented a range of decisions to strengthen overall accountability before implementing a new strategy and SOIs. In line with this, NCA integrated several guidelines and tools such as Action by Churches Together for Development's (ACT) Code of Conduct (CoC), and Humanitarian Accountability Partnership

(HAP).³ In addition, to improve and make coordination more efficient, NCA has also made an internal electronic handbook called *Routines and Guidelines* available for all COs and employees. This internal page holds information about NCA as an organization, security, financial and national guidelines, and an individual chapter for PME. The Routines and Guidelines are used by all of NCA's COs.

For Norfund, elements from the German DFI, the Deutsche Investitions- und Entwicklungsgesellschaft's (DEG) system is used for collecting results on development effects. Briefly, the method uses a scoring system throughout a project cycle, and is primarily a monitoring tool to demonstrate the "corporate-policy quality of the projects financed by DEG" (DEGinvest.de, n.d). Scores between 0 - 500 are distributed between four benchmarks: 1) Long-term profitability of the project, 2) Development effects/sustainability, 3) The special role of DEG and 4) Return on equity for DEG.⁴ While DEG score their projects and development effects before and after a initiated project, Norfund uses the indicators after, during and at the conclusion of a project. DEG's methods have been integrated by EDFIs in Finland (FinnFund), Switzerland (SIFEM), Belgium (BMI SBI, BIO), Spain (Cofides), and France (ProParco) (Koch, 2007). This coordination makes it possible for the EDFIs to collaborate on development effect indicators, enabling standardization across borders (Koch, 2007).

Like NCA, Norfund is also influenced by guidelines from Norad and MFA. During an interview, Norfund's Grant Facility Manager & Development Advisor (GMDA) shared that current development indicators are under improvement, as they are often discussed between the organizations (Frengstad, 2012a):

³ ACT's CoC is to hinder sexual exploitation and abuse, fraud, corruption and abuse of power (NCA, 2011c), while HAP is an initiative created by NGOs to increase transparency and accountability (HAP, n.d.).

⁴ For further explanation of the benchmarks:

http://www.deginvest.de/deg/EN_Home/About_DEG/Our_Mandate/Development_Policy_Mandate/Corporate-Policy_Project_Rating.jsp

[W]e have the MFA, which expresses what it, and the politicians, think are important. In addition the Board and colleagues, both at Norfund and in other DFIs, share their thoughts and experiences. [...] Over time, best practices and lessons learned about what information is, and what is not, available and relevant have been collocated (Frengstad, 2012a).

These guidelines for gathering results in NCA and Norfund help the organizations create what Czarniawska calls *narratives* (Czarniawska, 1999, pp. 14 – 19). When creating a narrative mode, experiences are organized around the intentionality of actions (Czarniawska, 1999, pp. 14 – 15). Hence, it is the perceived coherence of the sequences, rather than the truth or falsity of a story, that determines the plot, giving the narratives the power to tell a story (Czarniawska, 1999, p. 17). Studying the norms for gathering data contributes to capture the organizational life, as it is possible to see how tacit knowledge flows from partners to COs or project managers to the main office and out to the public. How the organizations work and understand their context influences how they perceive results. While Norfund uses business models to score, evaluate and present projects, NCA has until the recent introduction of SOIs mainly used success stories. As we shall see in the following section, these understandings also affect the way that data is collected.

5.1.2 Gathering results

As mentioned in Section 3.1, a part of NCA's work method is to collaborate with partner organizations. When gathering results, partners report on their activities: during a twelve month period, the partners produce two periodical reports and one annual report to their CO. These are monitored and followed up by the regional office to improve data and clear up eventual misunderstandings. The COs use the collected data to create one joint country report in English before sending it to NCA's main office in Norway (Langhus, 2012). When gathering information from partners, NCA does not use any standard schemes for the partner organizations to fill out. Instead, the partners are given examples of what information NCA is

looking for. From what the Advisor for Methods and Results described during the interview, there are two main reasons for this:

We often work with faith-based organizations (FBOs), which are not always professional development cooperation actors. [...] Some of our partners might have several donors, with different guidelines and reports, and we do not want to contribute to such a bureaucracy where everyone must know all the different schemes (Langhus, 2012).

In other words, as partners are not always familiar with filling out reports, standardized schemes can be difficult for them to understand. Secondly, because the partner organization might be cooperating with several donors operating with their own demands, NCA tries not to contribute to the increase of paperwork.

When the reports arrive at the main office, the PQ team gathers the country reports and uses relevant parts of the material to create a final annual report. While the country reports give the main office the opportunity to provide the COs with feedback on their work, it is only the final annual report that is published. The country reports give the Thematic or Country Advisors in Norway the possibility to suggest improvements on communication, outcomes, and lessons learned. Additionally, Planning, Monitoring and Evaluation (PME) Advisors are included in the process, reading the documents from a methodological angle: Can the information be systematically aggregated? Have they reported on the necessary SOIs? Are there any other effects they have not considered (Langhus, 2012)? The coordination and communication of results is therefore not just for reporting; internal and external evaluation and feedback is also intended to increase learning and better staff competency and routines (NCA, 2011a).

When Norfund collects empirical data, each business is distributed a standard scheme requesting information about positive returns, number of employees, number of female employees, tax revenues, and terminated investments (see Table 1, Section 5.1.1). The scheme is standardized after sector: For example, if one looks at the energy sector, the

enterprises are requested to include the total amount of energy production in addition to the standard indicators. As mentioned in Section 3.2.2, Project Managers are responsible for the direct communication with ongoing projects, and for collecting the necessary measurement schemes. The accumulated information is then sent to the GMDA for comparison and analysis (Frengstad, 2012b).

Norfund, together with other EDFIs, has tried to standardize the reporting schemes to reduce the amount of paperwork and avoid double reporting. One challenge with making standardized schemes between the EDFIs is the regional differences. Because national guidelines differ, so will the reporting guidelines within each EDFI. As the Head of Division for Strategy and Analysis pointed out, this can make coordination difficult, since what each EDFI consider an important development indicator may vary:

Because politics differ from country to country this means that the owners and the government are engaged in different things, making the reporting demands different [from EDFI to EDFI ed.] (Nafstad, 2012).

Yet as challenging as such standardization can be, the GMDA pointed out the positive side of international collaborations:

We observe best practices internationally, and our definitions are based on others who do the same work. We also try to harmonize on an international level in order to get comparable data. Gradually, one builds up knowledge and experience internationally and can share what works and what does not (Frengstad, 2012a).

When the data is collected, the GMDA, in collaboration with Norfund's Communication Advisor, writes texts in the form of reports, articles, or chronicles, making them available to the front stage and the general public.

5.2 Front stage: Presenting results

From the preparations and the contexts that form how NCA and Norfund gather data backstage, we now move to where results are made available and presented to the public, the front stage. It is at the front stage that the organizations do impression management (Goffman, 1959), which I will try to illustrate by studying the interactions between organizations and the public. Similar to how humans manage impressions towards others with the help of body language, facial expressions, and clothing, NCA and Norfund use visual instruments in the form of websites, social media, brochures, handouts, merchandise, and so forth, to develop the organization's public image. In this section, we take a closer look at the appearance of published material and web-based material. As we shall see, colors and layout is also an important tool for how an organization wishes to be portrayed.

When using information and communicating this to the public, the organizations must translate the data to make it understandable for the recipient (Latour, 1999; Czarniawska, 1999; Rottenburg, 2009). The organizations must take collected information, convert it, and make it comprehensible for its audience. The processes of translation are evident throughout the entire project cycle: from its inception until it reaches the public. This section will explore the translations that occur when the data transitions from the backstage to the front stage. Here, the communication department or advisor is an important link between these stages, as they are responsible for making the numbers, figures, and models comprehensible to the public. The front stage contributes to the organization's public profile, and is understood to be equally important as the backstage.

5.2.1 Web based material

NCA spreads information over a wide variety of web-based channels. In addition to its website, NCA are also on Facebook, Twitter, Flickr and YouTube. These mediums are used actively to announce result reports, news, and happenings. These channels provide a space for interaction with the public, as they are able to write, for instance, on NCA's Facebook wall, comment on pictures and videos on Flickr and YouTube, or send them a direct message on Twitter. Their website is dominated by strong colors. Headlines and images display how money is used, and how NCA's presence and cooperation with partners contribute to improve communities. They have also made most of their material available online. This makes it easier for interested actors to access the material, and creates a sense of availability and openness, as publications become easier to access.

Unlike NCA, Norfund are not found on social media platforms such as Facebook and YouTube, but operate mainly through their website. In addition, the organization's current Communication Advisor is found on Twitter. Norfund's use of colors is simple, and more "business like", as compared to NCA's.

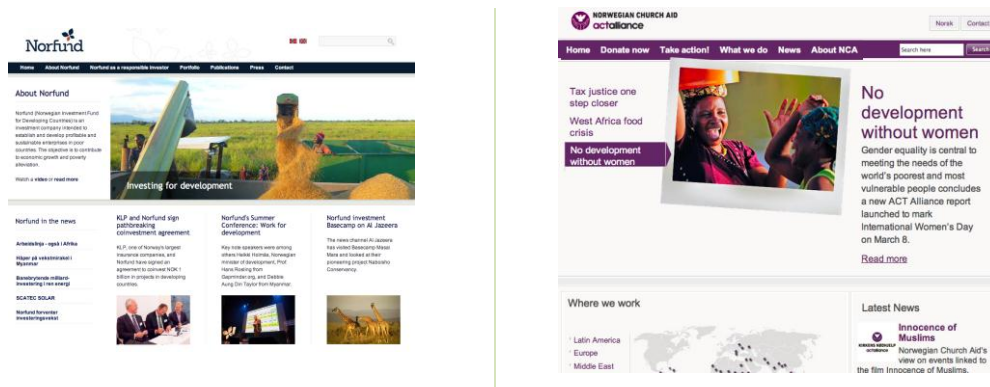


Figure.5.3 – Norfund (left) and NCA's (right) web site in English (Screenshot retrieved September 4, 2012).

During my interview with the Communication Advisor of Norfund, I was informed that the organization is currently working on a new web design. The plan is to make the site more attractive for potential partners by including information about Norfund as a co-investor as

well as guidelines for collaboration (Berg, 2012). While Norfund wishes to attract investors with their website, NCA's site is more aimed at private donors and volunteers. Hence, although the sites are visually different, they share the same goal: to attract their target group.

5.2.2 Published material

When it comes to published material, NCA uses a variety of tools. In-depth reports regarding different issues NCA is involved in, annual reports, books, magazines and global reports are available as published material or through NCA's website. During my interview with the Head of Communication and Fundraising, it was pointed out that the tools for communication have been divided in two. First is the *informative communication* in the form of annual and results report. Secondly, NCA uses a *response generating communication* (Wang, 2012). These are not reports, but campaigns in the form of fundraising, lobbying, and recruitment of volunteers. The intention is to involve the audience and letting them contribute, either through donations or volunteer work.

When it comes to informative communication, NCA has normally published annual reports in both Norwegian and English. This changed in 2012 with the publishing of a new Global Strategy Plan 2011 – 2015 (NCA, 2011a), a new Global Report on Results 2011 (NCA, 2012a), and NCA's Annual Report for 2011 (NCA, 2012b). While the results report and strategy plan is only available in English, NCA's annual report is only published in Norwegian. During my interview with NCA's Advisor for Methods and Results, it was pointed out that this change was intentional:

The annual reports are for [...] the council, our owner organizations, the Norwegian churches, the Norwegian audience, and others who are interested. Therefore, we do not see the relevance of communicating this in English [...] So for the time ahead, we will have an annual report in Norwegian, and a global report on results in English (Langhus, 2012).

In addition to adapting their reports to match their audience, NCA has also begun to use statistics, tables, and diagrams more frequently in the Global Report on Results (NCA, 2012a). This is an efficient way to communicate results, as numbers are visualized and making it easier for readers to get an overview. Tables and diagrams are used to illustrate the amount of money used in each program, and to communicate SOI results. In the results report, numbers are actively integrated as a part of NCA's narratives of accomplishments. Change stories are used to illustrate NCA's work, but not as much as in the Annual Report 2011. Also, this is in contrast to the annual reports where numbers and figures are found in the back as appendixes of how much money has been spent.

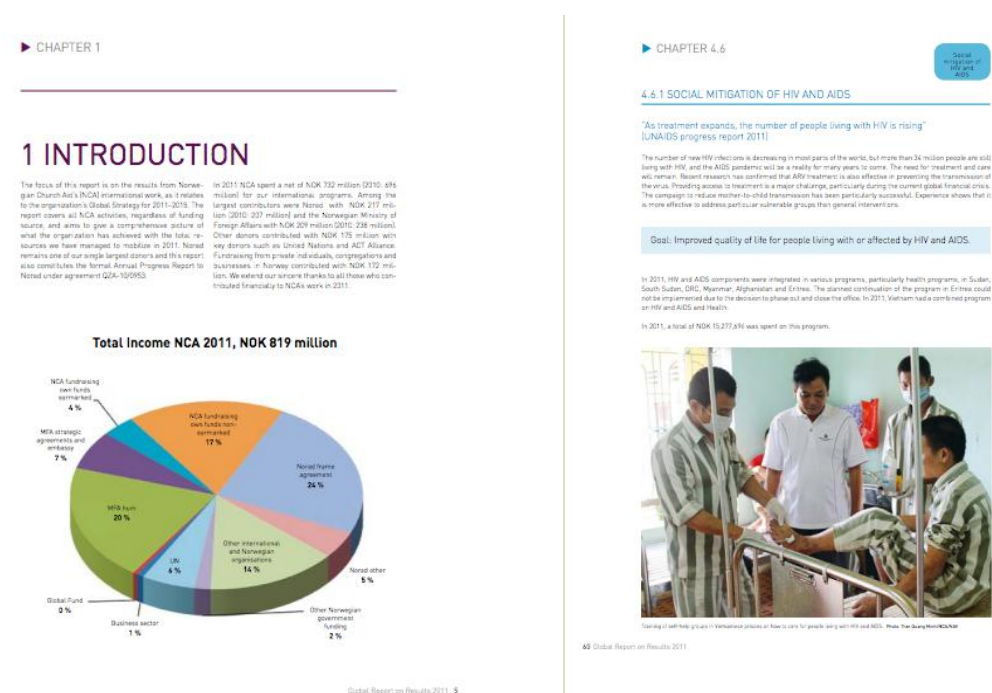


Figure.5.4 – Global Reports on Results 2011. Left: Introduction page. Right: Page introducing the SOI for the *Social Mitigation of HIV/AIDS* program (NCA, 2012a).

New to the Global Report on Results is the introduction of the SOI's, indicator explanations, and brief project presentations. Instead of longer success stories, data is collected in the same matter as for an annual report, where partners report to the COs, and the COs report the total

amount to the main office. On the one hand, this might have increased NCA's workload as partners and offices must now collect, aggregate, and analyze new data. On the other hand, the new strategy can be understood as an indication that there is a new way of understanding results. As measureable results are more discussed within the organization, Norad, the MFA and DAC, it is natural to think that this development will continue. Although criticized for not being systematic enough, the introduction of a new system has been characterized as both interesting and inventive (Norad, 2010a, pp. 20 – 21). Norad has welcomed the use of global indicators, and encourages NCA to formulate even clearer goals, as some of them are unclear and "defined by the means to achieve results rather than achievements" (Norad, 2010a, p. 21). A main challenge for NCA with their new strategy for measuring results is to keep the data simple, secure good baselines by not adding to the partners' reporting requirements, and to follow up their new strategy. Changes are not painless to implement, as the Head of PQ shares:

We're in the process of something new. We have moved over to a new area now where for the first time we see the advantages of having some global indicators [...] It is the first time we are reporting this way, and it has been an interesting process. Because we see development happening within a context, it conflicts NCA's soul to say *one* indicator should fit in Vietnam, Ethiopia, and Guatemala (Berge, 2012).

To introduce a new system does come with challenges, as it is difficult to find indicators possible to measure across countries. These uncertainties are also communicated in their strategy and results report, and the pros and cons of using SOIs are presented and discussed (NCA, 2012a, pp. 24 – 25). As the report describes, because the SOIs are new, the indicators are still under evaluation:

This 2011 report is the first time we attempt to report on global quantitative Selected Output Indicators. This has been a challenging and interesting process which we have only just started. We see it is more difficult to collect and aggregate data for more qualitative SOIs. This was particularly difficult for the Global Programs, Resource and Finance and Women in Governance. Here we need to further refine indicators and guidelines for data collection. [...]

Nevertheless, it is useful and interesting to see, e.g. that NCA WASH program shows that we have provided clean and safe water to over 1,000,000 rights-holders in 2011. This is a concrete and encouraging result! (NCA, 2012a, pp. 24 – 25).

Here, we see that NCA is in the process of developing their understanding and narration of results. Like the scientists in Collins and Pinch (2010), NCA uses “trial and error” methods to further develop their SOIs. The experiences with the new indicators contribute to NCA’s organizational knowledge. By continuously evaluating the SOIs, the organization learns what works and what does not. This might again affect future routines, as experiences add to the existing understandings of results.

As mentioned in Chapter 3, Norfund publishes an annual and operational report each year. These have been made available both in Norwegian and English. The only report that is not available in both languages (in addition to Norwegian newspaper chronicles) is Norfund’s Development Report 2011, which is only in Norwegian (Norfund, 2011a). The main difference between the operational and annual report, is that the annual reports present the actual disbursed investments (the money that has been invested), while the operational report concentrates on committed investments (partially funded or planned projects). The reports have been separated, out of consideration of its audience (Berg, 2012):

The reason why we have separated the report is that one [the report on operations, ed.] does not have to be approved by the accountant. This is because the annual report is made to according to accounting principles, which do not tell our story as well as the report on operations, because the way you calculate numbers when accounting and how you communicate them are different. [...] You have to be an accountant or an economist to understand [the annual report, ed.] (Berg, 2012).

The Report on Operation is easier for an outsider to understand, as the information is broken down with timelines, explanations, along with a selection of tables and statistics to illustrate their work, making the material understandable. The presentation of development effect in the annual and operation report also varies. In the annual reports, development effects are

presented briefly in the introduction. Because the results and statistics used in Report on Operation are not a part of the accountability guidelines, they are not included in the balance sheets and result numbers. On the other hand, in the reports on operations, more space has been devoted to development effects to explain them more thoroughly.

CASH FLOW STATEMENT

| (Figures in 1000s of NOK) | Note | 2011 | 2010 |
|---|------|------------|-----------|
| CASH FLOW FROM OPERATIONS | | | |
| Profit before tax | | 25 879 | 182 067 |
| Ordinary depreciation | 5 | 1 457 | 1 111 |
| (Reversal of write-down)/Write-down of investment projects | | 69 178 | 26 370 |
| Differences in pension costs and receipts/disbursements, pension scheme | | 7 489 | -2 141 |
| Share of profit/(loss) associated company | 5 | -45 143 | -124 848 |
| Effect of exchange rate changes | | -4 385 | -18 902 |
| Change in other accounts | | -33 865 | -20 980 |
| Net cash flow from operations | | 21 610 | 42 667 |
| CASH FLOW FROM INVESTMENT ACTIVITIES | | | |
| Investment in tangible fixed assets | 4 | -2 309 | -1 113 |
| Proceeds of sales/repayment of shares/interests recorded at cost price | | 74 964 | 151 363 |
| Disbursement in connection with purchase of shares/interests in other enterprises | | -1 492 477 | -437 375 |
| Disbursement of investment loans | | -668 754 | -198 073 |
| Repayment of principal investment loans | | 64 651 | 120 845 |
| Repayment other investments | | 0 | 0 |
| Net cash flow from investment activities | | -2 024 014 | -364 362 |
| CASH FLOW FROM FINANCING ACTIVITIES | | | |
| Proceeds from new short-term debt | 14 | 65 400 | 34 000 |
| Repayment of long-term debt | | 0 | 0 |
| Disbursements of short-term debt | 14 | -37 063 | -27 127 |
| Increase in/repayment of equity | 13 | 1 000 000 | 629 000 |
| Net cash flow from financing activities | | 1 028 337 | 635 873 |
| EXCHANGE RATE CHANGES, CASH AND CASH EQUIVALENTS | | | |
| Net change in cash and cash equivalents | | -974 017 | 314 189 |
| Bank deposits, cash and cash equivalents at 1 January | | 1 943 770 | 1 629 583 |
| Bank deposits, cash and cash equivalents at 31 December | 12 | 969 752 | 1 943 770 |

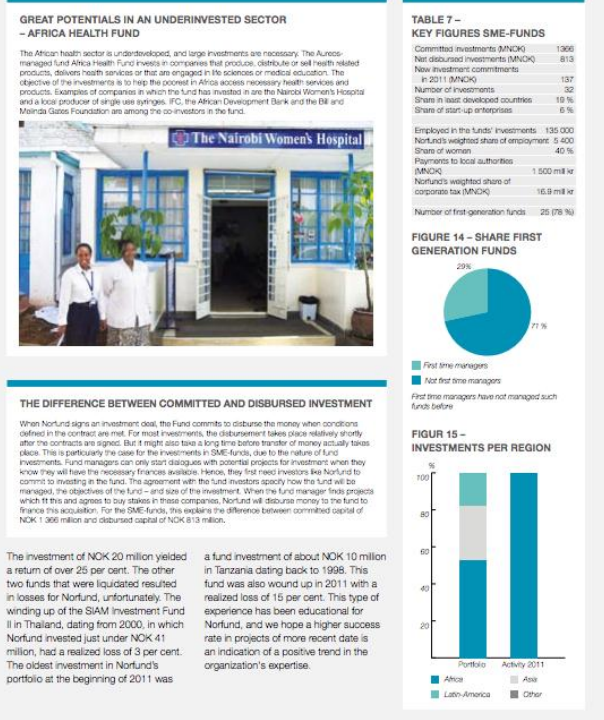


Figure.5.5 - Example of a page from an annual report (left) and a page from an operational report (right).

(Norfund, 2012a; 2012b)

The Development Report published in 2011 as a result of growing inquiries from development actors, presents the reader with the “taken for granted” of the business world, together with Norfund’s mandate and strategy, is explained step-by-step:

This funnel, we have to explain this because we keep getting questions about it all the time [...]. The aim is to communicate with people who do not work with investments regularly. For the people who do work with investments, they are familiar with the traditional processes when working with funds (Berg, 2012).

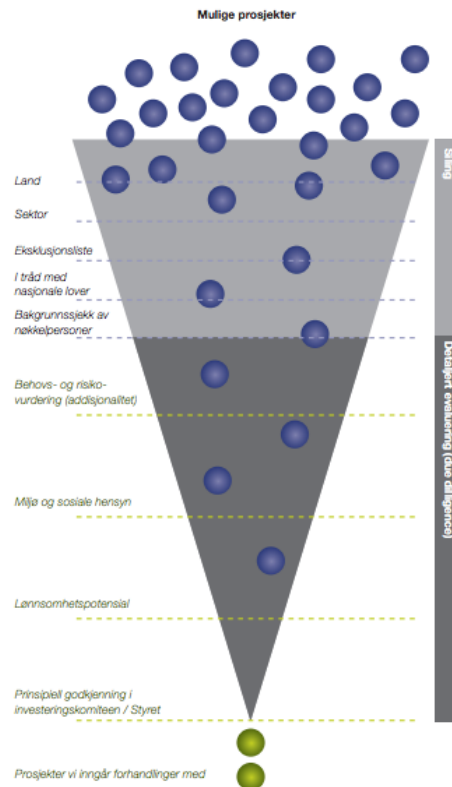


Figure.5.6 - Norfund's selection funnel (in Norwegian). From the top: the many projects that are proposed must fit certain demands and criteria to be selected. In the end, only a few of the potential projects are actually committed to and initiated (illustrated by the two last circles at the bottom).

What places Norfund in a unique position is its own mandate. Using business strategies for development purposes attracts actors who do not typically work with finance and trade. One challenge is then to explain their activities to an audience who is not familiar with the models and the theories that lie behind them:

What we try to do here [in the Report on Operation 2011, ed.] is to use figures and describe them with texts, pictures, and images. That is our challenge with communication, because our most important target group is really the investors. I want to communicate as I did when I worked as a consultant in the insurance industry.

How?

Numbers, numbers, graphs, numbers, and facts. No pictures of children, no pictures. Professional. Dark blue colors. This is what the finance sector uses (Berg, 2012).

Because Norfund uses a technical language, finding an exhaustive and comprehensible translation is difficult. Norfund's communication is more restricted to the people who speak

and know the same language and when asked to translate this tacit knowledge, the people working with communication may find these translation processes challenging.

5.2.3 Layout: the use of colors and images

Examining the development of the annual reports, it is noticeable that NCA has, over the years, changed in both content and design. Comparing annual reports for 2004, 2007, and 2011, there has been a noticeable increase in the use of colors and images⁵. While the report for 2004 is dominated by the color purple, the reports for 2008 and 2011 have moved away from this.



Figure 5.7 - A selection of pages from different annual reports. From NCA's Annual Report 2004, 2007 and 2011 (NCA, 2005; 2008; 2012b).

Moving on to NCA's use of images, it is possible to see that the motives have changed from people posing to people in activity. In the selection of pages above, pictures to the left and middle are of people posing. However, the image to the right shows a local woman holding a sanitation and health workshop, while the bottom two pictures show the consequences of draught. In addition to the portraying of action, there has also been an increase in the use of

⁵ Annual reports for 2004, 2007, and 2011 were chosen to study changes over time, as 2004 was the oldest report available for downloading online.

women in pictures. The aim of NCA's photo policy is to “communicate that resources found in developing countries are crucial for progress and growth and that we cannot force our ways and methods upon them” (Wang, 2012). The combination of texts and images of people demonstrating, taking care of others, or building mobile water stations, leave the reader with an idea of how contributions are a part of change.



Figure 5.8 - Examples of images used in NCA's reporting. To the left: Women demonstrating. To the right: Women building a mobile water-cleaning station. Images from NCA's Global Strategy (NCA, 2011a) and Annual Report 2011 (NCA, 2012b).

Like NCA, Norfund has also evolved in their design. For the annual reports, there have not been any drastic changes, as the report follows accountancy guidelines. The operational reports on the other hand, have changed more visibly. However, unlike NCA, the content has remained more consistent. The operational report is divided into an introduction, followed by Norfund's history and methods of work, results (both financial and development effects), portfolio and investment areas. This is in contrast to Norfund's annual reports, as more space is given to explain the various topics and definitions. To appear professional is important for Norfund, as they convince potential investors that they are knowledgeable and competent in their work (Berg, 2012):

We want to send out a professional impression. We want to send this to our partners, and make them think, “Norfund makes quality projects. They have a good overview of their projects. I want to read this.” [...] We want to appear professional, and this is something we invest a lot of time in. To make the report closer to something you see in the finance sector (Berg, 2012).

Different to NCA, Norfund is more careful when it comes to the use of images, as diagrams and tables are given more space (Berg, 2012). However, the images they do use have a clear objective of what they should portray:

People working, positive pictures of the locals, us working with partners, machines. It has to be something important for us. We want the Norwegian investors to look at this and think, “I could invest here”. [...] The use of images has been discussed a lot, “What are we telling others when we show pictures of hungry children? How does this portray Africa?” We distance ourselves from this (Berg, 2012).



Figure 5.9- Examples of images used by Norfund. Norfund focuses more on machines and images related to business and work. To the left: man paying with a bank terminal. To the right: Rice farm in Tanzania.

Similar to the use of web-based material, colors and images are intended to appeal to the organizations' main audience. This also illustrates whom the organizations wish to attract: while NCA try to appeal to private donors and volunteers, Norfund attempts to communicate to potential investors. The images NCA use focuses on people activity, but also countries in development and in need of change. Norfund's images are more of machines and people working, as they are to attract potential investment partners.

The context and framework in which the organizations operate also influence the way in which the results are presented. As an NGO, NCA reports on change stories, country results, and is now trying to report on SOIs. On the other hand, Norfund does not see the relevance of telling success stories on the individual level, because this does not fit their narrative as a business partner. These differences are also reflected in the way results are displayed. While NCA try to incorporate change and success stories with their global indicators, Norfund focuses on comparable and aggregated data. This was also noticeable during interviews, as informants from Norfund often referred to results in numbers. The quote under from an interview with the Head of Department for Strategy and Analysis:

In Northern Mozambique, we invested in a banana plant, hiring over 3,000 employees in one place and region where there used to be no workplaces at all. Giving 3,000 people a salary is an incredible important indicator. And you can calculate and polish the numbers, but the big picture is that 3,000 people now have a job to go to in a place where workplaces were non-existent (Nafstad, 2012).

While Nafstad points to the number of employees as a result of their investment, the people I interviewed in NCA tended to use terms related to advocacy, empowerment, and the importance of partnership:

One example [of a good result, ed.] is to say that child mortality has decreased in a certain area. Another example can be the strengthening of civil societies and social actors, for instance in South Africa and the climate caravan, where we mobilize a group of young people and civil society actors to include in the climate meeting with the help of our petition (Langhus, 2012).

What NCA and Norfund do have in common is the *kind* of results they publish. Because evaluations are supposed to report on change, results are often presented as success stories (Riddell, 2007). Risk, uncertainty, corruption and death incidents are reported by both organizations, but are not included as part of the results. However, failed projects are not included. According to Goffman, signs of inconsistency can weaken a group's reputation (Goffman, 1959, p. 91). This may be one explanation for why unsuccessful projects are rarely published. Another possible reason may lie in the organizations' norm and narratives

(Czarniawska, 1999). If failure does not fit the organizations' narrative, such information is not considered important to include, hence reporting on this would be considered time consuming and redundant.

5.3 Summary

Following Bruno Latour and Kristin Asdal, this chapter has tried to study the organizations by following the materials. Using Latour's laboratory approach, I have studied web-based and published materials, tracing them back to the practices of NCA and Norfund. Beginning backstage and making my way to the front stage, I have discovered how results are understood and done differently. While NCA collects information on individual, national and cross-country levels, Norfund gathers information on national and cross-country levels only. This reflects their way of working, but also the information they wish to share with their audience.

In the front, the organizations use colors, images, and layout to present results and attract potential donors and/or investors. Over time, NCA has incorporated more statistics and numbers, while Norfund has made a development report. This is also an example of how the development and business sector have influenced one another. However, these practices do come with certain challenges. As we take a closer look at the interaction between the state organizations, we must widen the scope. This brings us to Chapter 6, where I will explore the dynamics of numbers and policies between the organizations and the state.

6 The interaction between policies, development organizations and results

While Goffman's concepts are useful for understanding internal routines for gathering results and their presentation to the outside world, his concept alone is not sufficient for explaining how the organizations plan their work and what they are influenced of. To conclude that the making of routines and guidelines is a linear and straightforward process is not exhaustive. In other words, to assume that guidelines come from the state to the organizations, or that the organizations formulate frameworks themselves, overlooks the dynamics of interactions between the organizations and the context.

In the following sections, the relation among the organizations, the state, and the use of measureable indicators will be examined. We take a closer look at how results, mainly in the form of numbers, are driven by donors and organizations. Challenges related to gathering data and presenting results will also be explored. Inspired by Asdal's approach to nature and accounting (2008a; 2011b), I will try to understand the context for reporting routines in NCA and Norfund similar to Asdal's analysis of nature and political technologies (2008a; 2011a).

6.1 The state and policy makers as main audience

In their 2009 annual report, Norad's director of evaluation at that time noted the need for more attention to "results on the ground," arguing that organizations should report more on results from the field (Norad, 2012a, p. 4). In 2012, four years later, Norad launched an annual evaluation report. The *Evaluation of Norwegian Development Cooperation* for 2011 proved discouraging:

None of the evaluations and studies commissioned by the Evaluation Department [in Norad] and finalized in 2011 could report sufficiently on results at the level of outcomes or impact. [...] It points to both lack of criteria for assuring quality and assessing performance and the absence of longitudinal or cross-country data for evaluating success or failure (Norad, 2012a, p. 4).

According to Ringdal, a “longitudinal design” means to follow one or more analyzing units over time, either through qualitative methods such as a multiple field observation and/or conversational interviews, or quantitative methods such as interview surveys (Ringdal, 2007, p. 94). “Cross-country data” indicates that data should be able to be compared across country borders. Because these methods are used for quantitative analysis, it is possible to understand the demands for a longitudinal design as Norad’s call for numbers and figures. With this short paragraph, Norad signals the demand for more aggregated and comparable long-term evaluations and results. From being dominated by success and change stories, development cooperation is closing in on the world of numbers and statistics, and is increasingly determined by questions of economy. The Director of the Civil Society Department in Norad confirmed this demand of efficiency:

Some might say, “Your demands are too shortsighted,” but the fact is that we have to ask for short-term results. The politicians need to see some sort of result if we want to say, “We need X amount of money for this NCA project.” We can’t say that they [the organizations, ed.] are working on long-term changes without documenting what it is that they are doing, and how they are doing it (Vigtel, 2012).

Because Norad and MFA is the main contributor for NCA and sole donor for Norfund (Norad, n.d.; Norfund, 1997), give them great determination power for defining the context of NCA and Norfund’s work (Riddell, 2007, p. 18). Thus, for NCA and Norfund it becomes important to adhere to Norad or MFA’s guidelines and demands. Additionally, the organizations also have to take private donors, investors and partners into consideration. However, this thesis will concentrate on the interactions between the state and organizations.

The results and evaluations the organization publishes can be understood as their ambition to demonstrate competence, but also as an effort to satisfy their main audience: Norad and MFA. Hence, aid projects do not originate from design alone, but through the policy processes of the donor agencies (Mosse, 2005, p. 21). This was also reflected during the interview with NCA's Head of PQ:

Norad is increasing their demands towards us: we need more systematic reporting and results. We work very hard in order to improve the quality of the analysis in our annual progress report to Norad (Berge, 2012).

The influence of MFA was also pointed out during my talk with the Head of Department for Strategy and Analysis:

MFA is our owner. They control us through law, telling us what to do and how to do it. They provide us with instructions on how to manage our investments. An annual allocation letter is distributed by the Storting every year, followed by demands on how the money is to be used, and also what they want us to report on (Nafstad, 2012).

As development issues change over time, what is understood as "successful" is often an illusive matter as there "are no objective meters, only interpretations" (Mosse, 2005, p. 157). In other words, projects are considered successful when they are initiated and maintained by social processes and networks of support. Consequently, success becomes not only a measure of performance alone, but also of how particular interpretations are made, and socially sustained (Mosse, 2005, pp. 181 – 182). As Mosse points out, demonstrating professional competence secures the relationship between the donor and development organization (2005, p. 26; p. 157). By being successful, the organizations are granted access to funds. Therefore, the improvements done in NCA and Norfund to measure development can be understood as their way of meeting Norad and MFA's demands for better routines for presenting results and conducting evaluations.

6.2 The state and policy makers as debate forum

Despite Norad and MFA's ability to influence the way NCA and Norfund carry report on results, this is not to be understood as a one-way relationship. To see it as such would overlook the processes and interaction between the organizations, the state and the demands for measurability. Pleasing one's audience is therefore not the organizations' only ambition, as they are also capable of using their positions and relationships to the state to bargain their position as a legitimate actor working with development, or settle a dispute (Mosse, 2005, p. 39; p. 157). If necessary, policy texts and key sentences can be turned into discussions. Consequently, the organizations have two roles. On one side, they are dependent on donors and resources. On the other, the organizations are independent as they choose their own path of actions. Here, as Norad's Director of CS Department points out, the actors involved in development work are actively involved in the development of evaluation and reporting routines, forming the context they are a part of:

The people who are critical towards the content in development, are often the ones who are working with it. It is interesting to see that questions mainly come from those interested in development cooperation, wondering if the work is done correctly. These people are also the ones who are most likely to ask for evaluations (Vigtel, 2012).

A similar point was made during the interview with NCA's Methods and Results Advisor:

I think there has been a development. Demands for measurability have not only come from the Office of the General Auditor or the government, but also the organizations working with development are asking for stricter demands. [...] This is because Norad's money comes from tax money, something we have a fair amount of in our budget (Langhus, 2012).

The last quote also illustrates a consciousness about where the money comes from. As Langhus points out, because funds come from taxpayers, the organizations should strive to follow the guidelines given by the state. Misusing, or failing to use the funds efficiently would undermine the organizations legitimacy.

One example of a discussion is the aforementioned evaluation report published by NCA in 2011 (Bracking & Ganho, 2011). Bringing the tools from backstage into the limelight, the report criticized the EDFI's use of development indicators, claiming they were insufficient. "Evaluation systems need to be linked to incentives and conditions", and "we suggest that headcount employment, tax paid and currency effects be dropped in their current forms, and redesigned as comparative indicators" (Bracking & Ganho, 2011, pp. 29 – 30).⁶ Although Norfund criticized the report as insufficient and narrow minded (Tømte, 2011), it also opened up a discussion between Norfund and NCA. This was reflected in Norfund's Director interview with RORG:

We at Norfund have taken the initiative to have a dialogue with the development cooperation environment, and are in good dialogue with them. [...] An important discussion is to talk about development effects and what it is we really want in the long run (RORG, 2012, p. 39).

In relation to the discussion of development effects, a recent and interesting development is Norfund's effect on policies in the making. In 2003, MFA's evaluation of Norfund stated the following:

Norfund reports on the number of employees in the enterprise invested in. While this says something about the size of the portfolio it says little about the effects. [...] Norfund should work more systematically to internalize development effects and standards in its assessments, decisions, and actions at all levels of the organization (MFA, 2003, p. 42).

However, there seems to have been a change regarding how Norfund report on results since then. In 2009, Norad hired Devfind Advisers AB to evaluate economic development projects. The report acknowledged that:

It is difficult to draw firm conclusions about the overall or average effect of aid on economic growth. The importance of aid is often insignificant compared to other factors that influence development, and much of the aid has had goals other than economic growth. Growth

⁶ Bracking & Ganho also suggested replacing the current indicators with six new ones to reflect mandate and policy better. These were: 1) Investment domicile, 2) Investment Vehicle, 3) Investment Type, 4) Influence Measure, 5) Target Sector, and 6) Employment Quality Indicator. For more information, see Bracking & Ganho, 2011, pp. 30 – 34.

processes are complex and unpredictable, and the bulk of aid goes to the countries that have the greatest problems (Norad, 2009, p. 15).

Here we see that although development effects are difficult to measure, it is understood by the evaluation that the investments does work. The following year, Devfind Advisors AB, published a second evaluation on business related assistance (2010b). Again, the challenges of presenting results were acknowledged as difficult to measure. An evaluation of Grameen Phone, one of Norfund's earlier investment projects, reported:

An assessment of incremental new jobs and taxes which can be attributed to Norfund is methodologically difficult but, based on the added capital stock, might be in the order of 1,000-2,000 jobs. Overall, the investments in Bangladesh are likely to provide a good return to Norfund (Norad, 2010b, p. 74).

From 2003 to 2010, we can see that there has been a change in attitude regarding Norfund's development effects. Such changes can be understood as having developed naturally over time, but also because EDFI's are receiving more recognition for their way of work. As OECD and the African Development Bank (aFDB) are calling out the need for more job opportunities to meet the increasing number of unemployment, DFIs are becoming more attractive. What is intriguing is that the overall economic impact and effects are considered more important than measuring on development effects, compensating for the shortcomings of current development effect indicators. Despite the critique raised by NCA, Norfund has strengthened their overall position in the development sector. This is also reflected in MFA's White Paper, as it perceive economic investments crucially important for a country's development.

Development work is still important, especially in the poorest countries, but without an increase in economic activities and growth in each developing country, it will be impossible to realize the millennium goals (MFA, 2004, p. 149).

With more development countries have uttered the need for more trade and business, OECD's recent launch of Skills Strategy, and aFDB promoting the importance of youth employment, DFIs have received more attention (Butt, Meisingset, Andersen, 2011; OECD, 2012; aFDB, OECD, UNDP & UNECA, 2012). These international movements have also found their way to Norwegian politics, as both right and left wing parties signal their support for the combination of investment and development cooperation (Butt, Meisingset, Andersen, 2012; RORG, 2012). Simultaneously, the effects and efficiency of traditional development aid have over the last years been questioned in media, where discussions have questioned the results of NGO and their efficiency (Haugen, 2009; Hustad, 2010; Tvedten, 2010; Gaarder & Snilstveit, 2010, Sommerfeldt, 2011; Salvesen, 2011; 2012; Witoszek, 2012; Grande, 2012).

According to Czarniawska, "judgments on what is objective and what is edifying are rarely unanimous (there is a variety of opinions in each community) and they change over time" (1999, p. 28). This can also be said about development cooperation as the pendulum for discussion between trade for aid and traditional aid models has swung back and forth since the postwar period (Riddell, 2007). The DFIs', Norfund included, entry into the development sector can be interpreted in several ways. With time, foreign policy has moved from "soft issues" (e.g. gender equality, human rights, education) and closer to "hard issues" (e.g. infrastructure, business, transport). Following strict business strategies and economic science, this method of work is considered to be efficient. In the current time of writing, infrastructure and business projects acknowledged as important for a country's productivity, and is therefore called for by Norad, MFA, OECD and the developing countries (Norad, 2009; 2010b; aDFDB et. al, 2012). Despite this turn in the development sector, NCA continues to develop their methods of work. It is then plausible that the increased demands for quantitative results, and the increased support for DFIs, have influenced NCA's implementation of global SOIs. In the same way that Asdal saw "Nature" as an outcome of a series of practices (Asdal,

2008a, p. 124), the same can be said about measuring and reporting in the development sector, as demands for results are also influenced by the overall development of foreign aid policies. In Asdal's *Enacting things through numbers: Taking nature into accounting*, what started as a question of factory pollution and acid rain became questions of amounts of emission, and economical issues (Asdal, 2008a). Similarly for NCA, development aid initiated by missionaries during the postwar era has slowly become more a question of money and efficiency. For NCA, success stories on the local level had to make way for numbers and diagrams. However, as the development sector has grown bigger and more complex, NCA found it difficult to report on both the local and global results without having to downplay or sacrifice certain types of information as statistical results can overshadow local results. The challenges of measureable results will be explored in the following section.

6.3 The complexities and challenges of results

The growth in demands after measureable results has also cultivated more technical guidelines to make the social world possible to count, aggregate and audit (Rottenburg, 2000, pp. 144 – 148). Furthermore, as Asdal (2008a) and Latour (2000) have pointed out, natural and economic sciences have become more a part of the political sphere. Such practices are also found in the development sector, as reporting auditable results has become a legitimate practice in the development sector (Rottenburg, 2000, p. 147).

As much as counting, aggregating and comparing numbers and statistics give a sense of predictability and liability, counting is not a harmless activity as its alleged objectivity can be misused or complicate work (Rottenburg, 2000; Collins & Pinch, 2010). Science under (well intentioned) political pressure can be difficult to comply if the tools needed are inadequate due to incomplete research or knowledge (Mosse, 2005, p. 202; Collins & Pinch,

2010). This was also shared during interviews, as informants highlighted the increasing amount of guidelines and demands as challenging to a certain degree, calling it a “results hassle” (“resultatpes”) and at some extent unreasonable (Berge, 2012; Nafstad, 2012).

First, the increasing demands for auditable data compel the organizations to translate the projects “out there” in technical and economic terms. The attempts of trying to fit the social within natural or economic science has made authors from different disciplines more cautious towards evaluation work and when presenting results, pointing out that facts and numbers disconnect the quantitative from the qualitative indicators and results (Li; 1999; Latour, 2000; Phillips & Edwards, 2000; Rottenburg, 2000; Mosse, 2005; Riddell, 2007). The cautiousness and skepticism is especially directed towards translating social processes using terms from natural sciences. Emphasis on numbers and measurability was also understood as challenging within NCA:

It’s not rocket science to learn LFA [Logical Framework Approach, ed.] when the courses you take are tailor made to fit the cases. It’s always easy when the indicators are easy to reason with. What is difficult is when we have to adapt this to a complicated reality (Gwen, 2012).

Norfund also acknowledge the difficulties of finding satisfying development indicators. Here, the Head of Strategy and Analysis gives an example:

What is really successful is that one has increased Uganda’s access to electric power by 7%. What *that* means is much more difficult to identify and measure. 7% is not much, but it is significant for a country where the lack of energy is precarious. [...] That is much more difficult to communicate, to communicate the social effects and not to go blind on the small, visible and measureable effects (Nafstad, 2012).

A second challenge with finding measureable results is not that there is a scarcity of material on which to report: the challenges arise when trying to collect and comprise information. Rather, it is the labeling of intricate social processes with figures and numbers, and translating them so others can understand that the organizations find challenging. What is

relevant? How do we document this? How do we translate it and make it comprehensible to the public audience? Like the scientists in Latour's *Circulating References* (Latour, 1999), the organizations are engulfed in a vast amount of material. In dealing with such questions, organizations try to develop routines of how to gather and analyze information. While both organizations shared their challenges of communicating the breadth of their effects, Norfund's Communication Advisor shared the difficulties of communicating their work models to people not working within trade:

We send these [Report on Operations and Development Report, ed.] to several NGOs and journalists, but we receive questions that reveal that they have not understood the things in it (Berg, 2012).

The great amount of material and difficulties of on making them understandable to the public brings us to a third challenge. For NCA and Norfund, finding results and conducting evaluations is also connected to questions of resources, or rather the lack of resources. Collecting data is costly and time consuming, and therefore put constraints on time and money that could have been used on specific projects instead. In addition, there is also the challenge of reporting biased information (Riddell, 2007, pp. 168 – 169; pp. 270 – 282), as enhancing one issue means that other information is downplayed due to the lack of knowledge or resources (Mosse, 2005). As NCA's Head of PQ pointed out, "a great challenge for many organizations is to simply and clearly explain what we do, because what we do on the ground is much more than what is actually documented in the annual reports" (Berge, 2012). If results based on inaccurate data are to draw general conclusions, the aggregated result is not considered trustworthy due to a thin data foundation, concealing both good and failed projects. To measure for the sake of measuring can also be misleading:

The biggest challenge is not the measuring techniques, or you can say it is a part of it, but rather getting the information forth [...]. We can't measure just to measure, such a focus would be wrong (Nafstad, 2012).

In other words, assumptions based on inaccurate and/or poorly coordinated data makes it impossible to draw good conclusions (Riddell, 2007, p. 271).

Focusing on the “big picture” only, there is also the risk of losing the ability to appreciate smaller projects. Although a project may have a significant impact on individuals, this might not be reflected in the total amounts and results (Riddell, 2007, pp. 271 – 272). Despite these caveats, reporting on results benefit the organizations. External evaluations are often used internally for learning purposes. These evaluations are not only understood as guidelines for how the organizations are doing, but they are also used to adapt and improve current practices. The skepticism towards measureable results does not discourage the organizations. Rather, they speak about them openly, both internally and in public.

We have received feedback from Norad [Global Report 2011 - 2015, ed.]. They have approved the report, but there are also things they want us to improve upon. It would not be of any use to us if we just got “everything is good” as feedback. To us, it is more useful to see something that says, “You need to improve this or that” (Langhus, 2012).

With these words, we see a member from NCA acknowledging the challenges. However, challenges are not to be understood to be the same as defeat, but an incentive for finding a better solution for reporting on results. For as NCA’s Head of the Department for Communication and Fundraising Discussions pointed out, evaluations, and feedback are all considered to be a natural part of this process:

I would say a lot has happened over the last five years. This year has been eventful with the critique of development cooperation. In this case, it has also been for a good cause. A new phase, a new structure, and new world perceptions are a result of these changes. We are global actors, not just Norwegian actors, and most organizations are a part of a global alliance of some kind. New ways of work emerge, shifting the focus from country to world. This have also changed our structure (Wang, 2012).

6.4 Summary

In this chapter, I have tried to widen the scope of organizational management by deploying Asdal's analytical methods, to study the context and framework of which the organizations and state are a part. The relationship and interaction between the state, NCA and Norfund has proven to be far from static. Although Norad and MFA do have definitional power by being NCA and Norfund's primary donors, the organizations stand free to develop and discuss how data should be collected, and how results should be presented. As the sector has grown bigger, so have the demands. For reports on results, the call for measurability has increased. DAC and Norad's call for more systematic results have proven to be a challenge for NCA and Norfund. This also proves that "result" and "development" are fluid terms that change over time. From the theories of back- and front stage, the organizations try to find acceptable results. Experimenting with indicators or explaining business models is all a part of communicating and demonstrating competence to their audience. In addition to the change in the perception of results, another change has been noted in the understanding of the DFIs' development effects. Although the indicators are recognized as incomplete, they are still accepted measurements. This trend can be connected to the recent development in developing countries, where work and employment have come into focus.

On the other hand, the increased demands for aggregated results have contributed to a structural change, and the implementation of global cross-country indicators in NCA. However, the call for more numbers and statistics is an ambivalent experience for both organizations as reporting results and conducting evaluations promote learning and more knowledge, but also demand more resources. In addition, translating social development and processes to fit a technical framework has proven to be difficult. Still, the popularity of measurability and comparability continues to increase.

7 Conclusion

In this thesis, I have explored how NCA and Norfund perceive and communicate results. Inspired by Bruno Latour's laboratory approach, I have followed the step-by-step processes of gathering and presenting results (Latour, 1996; 1999). In doing so, Erving Goffman's (1959) concepts of *back- and front stage* were used to frame the analysis. However, the application of Goffman's concepts overlooks the context and interactions between the organization and the state. Hence, I deployed Asdal's analysis of how numbers are used as *political technologies* to expand the analytical framework (Asdal 2008a; 2011a). Thus, understanding results as political technologies has allowed me to explore how the organizations and the public interact and influence each other.

At first glance NCA and Norfund can seem different. With long traditions in humanitarian aid, NCA is today one of the largest NGOs in Norway (Norad, n.d.). Working closely with partner organizations, NCA work to promote long-term aid, advocacy issues and emergency relief. The organization is partially funded by the Ministry of Foreign Affairs (MFA) and Norad, making up 58% of NCA's total income budget (Norad, n.d.). However, although MFA and Norad is NCA's main funder, they do not interfere with how NCA implement or monitor their work.

Norfund was established in 1997 as an investment fund for developing countries (Norfund, 1997). Their aim has been since their establishment to encourage business development, economic growth and poverty alleviation, by investing in responsible and profitable businesses located in high-risk countries. Norfund is fully funded by MFA. As pointed out in Section 3.2.3, MFA cannot dictate which specific projects Norfund should invest in, as this is Norfund's area of responsibility. The different work methods between NCA and Norfund are also reflected in their presentation of results. In spite of the

differences, both organizations still find it challenging to translate social processes into measureable results.

Tracing NCA and Norfund's backstage, I discovered how the organizations interpret what a "result" is differently. On the one hand, NCA uses a wide understanding. The organization does not have any clear definition for what a "result" is. Rather, "results" are often presented to the reader as success stories or achievements within each project or program. On the other hand, Norfund's understanding of development results is more clearly defined, as they use indicators that are possible to aggregate and compare.

NCA is a larger organization than Norfund both in terms of number of employees and projects. These differences are also believed to influence the organizational structure. While NCA has Division of Program Quality (PQ) consisting of approximately thirty people, Norfund has delegated the analyzing of development effects to the Grant Facility Manager & Development Advisor (GMDA). However, Norfund report on both financial and development results, making the gathering and presentation of results different from NCA. Both NCA and Norfund collect information from partner organizations or businesses in project regions. The data is then sent to the main office in Norway for further analysis.

Additionally, the increased demands from Norad and MFA for measureable results have actively formed the frameworks in which the organizations operate. While NCA used to present information as success stories, this has changed over the years as demands for measureable results have increased. Furthermore, this development has also come from within the organization, as internal and external evaluations have contributed to the development of evaluation methods and results presentations. In 2011/2012 NCA launched a new global strategy, accompanied by a new organizational structure and Selected Output Indicators (SOIs) (NCA, 2011a). The SOIs are cross-country indicators, and is NCA's attempt at collecting comparable data on a global level. While the introduction of SOIs was

new to NCA, Norfund has always used comparable and aggregated data when referring to results: the number of employees, the proportion of female and male employees, and the amount of renewable energy produced.

Moving towards the front stage, the data collected backstage by NCA and Norfund is transferred and transformed to become reports and articles. The purpose is to make the material presentable for their audience. With the help of texts, images, statistics and tables, the organizations communicate their results to the public. In Section 5.2, we saw how NCA and Norfund's presentations differ from each other in design. While NCA uses bold colors and a lot of text and images, Norfund's use of color is more moderate. In Norfund, the use of images is reserved, and the reports view more attention to financial and development results. Here, numbers and statistics dominate the annual and operational reports. Despite the differences in their way of presenting results, the study found the *aim* for presenting outcomes to be the same for NCA and Norfund. Published and web based material was understood as the organizations' communication platform, and was adapted to fit their audience. Because Norfund works within the business sector, it was natural for them to present both financial and development results in statistics, numbers and graphs. For NCA, this way of presenting results is still new. However, with the increasing demands from the state and the organizations themselves for measureable results, it is believed that NCA will continue to develop and improve their current SOIs. This was also noticeable when analyzing the reports of NCA as their presentations had gone from predominately success stories to quantitative presentations of results. Another interesting observation was Norfund's report on results (Norfund, 2011a). Being a business development investor, Norfund has over time experienced an increase in inquiries from traditional development organizations regarding their work and how they measure results. As most of these enquiries came from actors outside the business sector, Norfund saw the need to publish a report on results (Norfund,

2011a). While investors and potential business partners spoke the same language as Norfund, other actors outside the financial sector found Norfund's terminology difficult to understand. Here, Norfund's "taken for granted" and tacit knowledge was thoroughly explained. The intention was to translate Norfund's model of work to an outside audience. Here we see that the demands for measurability does not only affect the organizations way of collecting and presenting results, but also opens up new discussions regarding how measuring should be done.

This shows how development cooperation, through the increase of numerical technologies (recording, logging, counting), has become an object of measurability and efficiency. In other words, it is about making the world manageable (Asdal, 2011a). However, this is not unproblematic as numbers themselves are not scientific on their own. Rather, they are abstractions; tools used to aggregate senses and impressions, allowing us to observe, measure, and manage our surroundings. Hence, what is understood as "success" or "failure" is continuously under change. Though NCA and Norfund acknowledged the demands for measureable results as necessary for learning and improving their operations, the demands also created frustration as the fitting of social development into technical terms proved challenging. In addition to the challenges when translating social processes, the organizations also had to take questions of resources into consideration as gathering and analyzing information is time-consuming and expensive. However, the reports and documents are still important for the NCA and Norfund. As the Head of NCA's Division for Program Quality points out, "it is good to have a solid report saying 'this is what we've accomplished' with the money we have received" (Berge, 2012). In other words, the displaying of results proved to be an important part of the organizations' communication with their audience. Riddell also pointed out the challenge of biased information when presenting results (Riddell, 2007, p. 271). This might be correct as the organizations choose the

information they wish to present. Although NCA and Norfund are free to select what material to display, it should also be pointed out that the organizations continuously try to improve on reporting routines, in order to make them as objective as possible. Although not embraced willingly, measurability has become the focus of development debates, making NCA and Norfund respond to these demands.

7.1 Limitations and further research

The purpose of this thesis has not been to find a solution to the challenges presented, but to counter the misconceptions of numbers as being objective tools only. As Norad's Annual Report 2011 is stressing the need for more "clear and positive" results (Norad, 2012c, p. 37), and OECD's Development Assistance Committee (DAC) is calling for more statistical data (DAC, 2008, p. 1), NCA and Norfund will likely present more statistical results in the future.

In this study, we have seen how administrative, technical and scientific interventions and interactions influenced of how NCA and Norfund's present their work and results. Also, measureable results as political technologies open up for involvement and deliberation. As Asdal (2008a) and Latour (2000) have pointed out, the use of economic science in political discussions has become more evident. The challenge of presenting complex social processes as statistical results is demanding. This study does not encourage NCA and Norfund to find one joint for defining, measuring or presenting results, as their work methods and context are different. Rather, this thesis has tried to show the interactions and complexities that follow the increasing demands of measurability within two development organizations.

Because this qualitative study of NCA and Norfund does not constitute a representative selection of the development sector, it is not possible to make generalizations about development organizations in broad. Nonetheless, exploration of other development organizations is encouraged in order to glean a better understanding of the influence of

numbers and measurability in the development sector. This study has aimed at giving in-depth perspectives of how results and indicators are used in specifically organizational context. Being a qualitative study, the findings of this thesis are not generalizable in a statistical sense. Hence, the intention of this thesis is to contribute to the existing and future literature of development cooperation and influences of political technologies.

Further research may also explore the development sector's evaluation evolution in light of recent and upcoming activities. As mentioned in Chapter 6, the African Development Bank (aFDB) and OECD are signaling the need for more employment (aFDB et al., 2012). Additionally, in September 2012, the Norwegian Prime Minister revealed that the annual national government budget would increase support to projects concerning women and children's health during the United Nations (UN) General Assembly Meetings (Røst, 2012).

The increased focus on employment, and women and children's health raises new and interesting questions: With the increased support for employment projects, will the development effects used by DFIs gain more support? Will the increased focus on women and children's health influence NCA and Norfund's current way of work, and how? As the development sector is increasingly influenced by economic science and accounting, it would be noteworthy to follow these processes further. Moreover, it would also be of interest to follow NCA's integration of SOIs in light of these debates, as the indicators are currently at the inception phase, or Norfund's further evolution of development indicators, as they are currently improving upon them at the time of writing. Hopefully, this study may serve as a stepping-stone for those who want to explore these questions further.

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Appendix 1 - Interview list

| Date of interview | Name | Position | Organization |
|--------------------------|--------------------|---|---------------------|
| 20.08.2012 | Terje Vigtel | Director of CS Department | Norad |
| 31.05.2012 | Maria T. Frengstad | Grant Facility Manager & Development Advisor | Norfund |
| 13.07.2012 | Ola Nafstad | Head of Department, Strategy and Analysis | Norfund |
| 28.08.2012 | Heidi Berg | Communication Advisor | Norfund |
| 20.06.2012 | Gwen Berge | Head of Program Quality | NCA |
| 29.08.2012 | Ingvild Langhus | Advisor, Methods and Results | NCA |
| 07.09.2012 | Liv Hukset Wang | Head of department, Communication and Fundraising | NCA |

Appendix 2 - Interview guide, evaluation

Intervjuet vil først og fremst dreie seg om hvordan KN og Norfund selv *gjør* evaluering, så gå mer spesifikt på *oppfatningen* av resultater, og utfordringer som følger.

The interview will centre around how NCA and Norfund *conducts* evaluation, and will then focus more specifically on their *understanding* of results and the challenges that come with it.

The Norwegian Church Aid (NCA)

Norwegian (interview language)

English translation

Hvordan evaluering gjøres

How evaluation is done

- 1) Kan du starte ved å fortelle litt om din rolle i KN?
- 2) Kan du fortelle kort om KN sitt formål og mandat?
- 3) Dere har en egen avdeling for kvalitetssikring, mange er det som jobber med evaluering i KN?
- 4) Hva slags forarbeid ligger til grunn før man gjør resultatrappoter og evaluering?
- 5) Hvordan innhentes informasjon om prosjektet?
- 6) Hvem innhenter informasjon, eksternt eller internt?
- 7) Hvor lang tid bruker dere på å innhente informasjon?
- 8) Hvor lang tid bruker dere på selve evalueringen og resultatrapportene?
- 9) Hva er et godt resultat for KN?
- 10) Når dere ser etter resultater, hva ser dere etter?
- 11) Hvordan brukes informasjon og resultater? (intern læring, eksternt kommunikasjon osv.?)

- 1) Could you begin by telling us a little about your role here at NCA?
- 2) Could you tell me a bit about NCA's objective and mandate?
- 3) You have an individual department for quality assurance, how many people are working with evaluation in NCA?
- 4) What preparations do you do before reporting on results and evaluations?
- 5) How is information gathered about each project?
- 6) Who gathers the information, is this done externally or internally?
- 7) How much time is spent gathering information?
- 8) How much time is spent on the evaluation and reporting itself?
- 9) What is considered as good results in NCA?
- 10) When reporting on results, what is it that you are looking after?
- 11) How are information and results used (internal learning, external communication, etc.)?

Kirkens Nødhjelp, Norad og UD

- 12) Hva synes du om Norad og Riksrevisjonen sin oppfordring til norsk bistand om å skape målbare resultater, og etterlysning av bedre resultatindikatorer?
- 13) Får KN sine retningslinjer for evaluering fra Norad, UD eller andre?

Historikk

- 14) Hvordan har evaluering som metode utviklet seg med tiden hos KN?
 - a. Hvilken metoder for evaluering bruker dere i dag?
 - b. Brukes LOG fortsatt?
 - c. Hva er fordelene og ulempene ved dette?
- 15) Dere har også en egen Routines and Guidelines, står det noe her om evaluering?
- 16) KN har blitt en del av HAP nettverket, vil dette påvirke eller ha innflytelse på KN sine fremtidige evalueringsmetoder?

Hvordan evaluering oppfattes av KN

- 17) Hvorfor er evaluering og resultater av prosjekter viktig for KN?

Utfordringer med evaluering

- 18) Når det gjelder evaluering og resultatrapportering, diskuteres indikatorene internt?
- 19) Hvilke utfordringer følger med evaluering og resultatmåling – hva er lettere/vanskeligere å evaluere?

NCA, Norad and MFA

- 12) What do you think about Norad and the Office of the Auditor General's request to Norwegian development cooperation organizations to create more results, asking for better results indicators?
- 13) Does NCA get their guidelines for evaluation from Norad, MFA or others?

History

- 14) How has evaluation methods developed with time at NCA?
 - a. What methods are used for evaluating today?
 - b. Is LOG still in use?
 - c. What are the advantages and disadvantages of these?
- 15) You also have your own Routines and Guidelines; is evaluation included in here?
- 16) NCA has become a part of the HAP network; will this affect or influence NCA's future evaluation methods?

How evaluation is perceived by NCA

- 17) How is evaluating the results of projects important for NCA?

Challenges with evaluation

- 18) When it comes to evaluating and reporting on results, are the indicators discussed internally?
- 19) What challenges come with evaluating and measuring results – what is easy/difficult to evaluate?

- 20) Har du noen konkrete eksempler på prosjekter som har vært mer utfordrende å evaluere enn andre?
- 21) I år gav dere ut en årsrapport for 2011 på norsk, og en Global Report on Results på engelsk, hva ønsket dere å oppnå med dette?

- 20) Do you have any concrete examples of projects that have been more challenging to evaluate than others?
- 21) This year you published an annual report for 2011 in Norwegian, and a global report on results in English, what did you want to achieve with these?

KN om evaluering hos Norfund

- 22) I 2011 gav KN i samarbeid med Universitetet i Manchester en rapport hvor Norfund sine evalueringsmetoder ble gjennomgått, hva var bakgrunnen for rapporten?
- 23) Hva var det KN ønsket å oppnå med rapporten?
- 24) I rapporten er det forslag om å forkaste bruken av antall arbeidsplasser og skatteinnbetaling som indikatorer for utviklingseffekter. Hvorfor?
- 25) Hvordan kan dette gjøres annerledes?
- 26) Hvorfor er dette en bedre måte å gjøre måling og evaluering på?
- 27) Har rapporten blitt fulgt opp?
a. Hvordan og hvorfor?

NCA about evaluation methods at Norfund

- 22) In 2011, NCA together with the University of Manchester published a report about Norfund's evaluation methods, what was the reason for this report?
- 23) What did NCA wish to accomplish with the report?
- 24) The report comes with the proposal of rejecting the use of work places and tax revenue as indicators for development effects. Why?
- 25) How can this be done differently?
- 26) Why is this a better way to measure and evaluate?
- 27) Has the report been followed up later?
d. How and why?

Norfund

Norwegian (interview language)

English translation

Hvordan evaluering gjøres

How evaluations are done

- | | |
|--|--|
| 1) Kan du starte ved å fortelle litt om din rolle i Norfund? | 1) Could you begin by telling me a little about your role here at Norfund? |
| 2) Kan du fortelle kort om Norfund sitt formål og mandat? | 2) Could you me a bit about Norfund's objective and mandate? |
| 3) Hvordan blir prosjekter valgt? | 3) How are projects chosen? |
| 4) Kan du fortelle om en typisk evalueringsprosess innad i Norfund? | 4) Can you tell explain how a typical evaluation process takes place in Norfund? |
| 5) Hva slags forarbeid ligger til grunn før man gjør resultatrapportering og evaluering? | 5) What preparations are done before reporting on results and evaluations? |
| 6) Hvordan innhentes informasjon om prosjektet? | 6) How is information gathered about each project? |
| 7) Hvor lang tid bruker dere på å innhente informasjon? | 7) How much time is spent gathering information? |
| 8) Når dere ser etter resultater, hva ser dere etter? | 8) When reporting on results, what do you look for? |
| 9) Hvor lang tid bruker dere på selve evalueringen og resultatrapportene? | 9) How much time do you use on the evaluations and results reports? |
| 10) Hvordan brukes informasjon og resultater? (intern læring, ekstern kommunikasjon osv.?) | 10) How is information and results used? (internal learning, external communication, etc.?) |
| 11) Hvordan dokumenteres evalueringer og resultater? | 11) How are evaluations as results documented? |
| 12) Hva slags manualer, bøker, retningslinjer, modeller ligger til grunn når Norfund ønsker å evaluere/hente inn resultater? | 12) What kind of manuals, books, guidelines and models are used as foundation when Norfund wishes to evaluate/collect results? |

Historikk

History

- | | |
|---|--|
| 13) Hvordan har evaluering som metode utviklet seg med tiden hos Norfund? | 13) How has evaluation as a method developed with time at Norfund? |
| a. Har det vært en jevn utvikling? | a. Has there been a smooth development? |
| b. Har dere byttet metoder? | b. Have you changed methods? |
| c. Hvordan endte dere opp med den metoden dere har i dag? | c. How did you end up with the methods you are using today? |

Norfund, Norad og UD

- 14) Hva synes du om Norad og Riksrevisjonen sin oppfordring til norsk bistand om å skape målbare resultater, og etterlysning av bedre resultatindikatorer?
- 15) Får Norfund sine retningslinjer for evaluering fra Norad, UD eller andre?

Hvordan evaluering oppfattes av Norfund

- 16) Hvilken rolle har evaluering av resultater i forhold til læring innad i organisasjonen, kommunikasjon utad for Norfund som organisasjon?

Utfordringer med evaluering

- 17) Hvilke utfordringer ligger det i å evaluere et prosjekt?
- 18) Når det gjelder evaluering og resultatrapportering, er det noen av indikatorene som diskuteres internt?
- 19) Har du noen konkrete eksempler på prosjekter som har vært mer utfordrende å evaluere enn andre?

Norfund om KN sin rapport om evaluering

- 20) I 2011 gav KN i samarbeid med Universitetet i Manchester en rapport hvor Norfund sine evalueringsmetoder ble gjennomgått, hva synes Norfund om rapporten?
- 21) Hva synes Norfund om KN sin oppfordring om å finne andre indikatorer enn antall ansatte og graden av tilbakebetalt skatt for måling av utviklingseffekter?

Norfund, Norad and MFA

- 14) What do you think about Norad and the Office of the Auditor General's request to Norwegian development cooperation organizations to create more results, asking for better results indicators?
- 15) Does Norfund get their guidelines for evaluating from Norad, MFA or others?

How evaluation is perceived at Norfund

- 16) What role has evaluating of results been in regards to internal learning, communication outwards for Norfund as an organization?

Challenges with evaluation

- 17) What challenges come with evaluating projects?
- 18) When it comes to evaluating and reporting on results, are the indicators discussed internally?
- 19) Do you have any concrete examples of projects that have been more challenging to evaluate than others?

Norfund about NCA's report on evaluation

- 20) In 2011, NCA and the University of Manchester published a report about Norfund's evaluation methods. What does Norfund think of the reports?
- 21) What does Norfund think about NCA's suggestions to find indicators other than number of employees and number of tax revenue for measuring development effects?

- a. Er dette en bedre måte å gjøre måling og evaluering på?
 - b. Har KN noen gode poenger?
- 22) Har rapporten blitt fulgt opp? Evt. hvordan?

- a. Is this a better way of measuring and evaluating?
 - b. Does NCA come with some good points?
- 22) Has the report been followed up? If so, how?

Appendix 3 - Interview Guide, communication

Intervjuet vil dreie seg om hvordan KN og Norfund legger frem seg og sine resultater på i det offentlige rom, og hvilke prosesser som ligger bak utvelgelsen av materialer som blir brukt.

The interview will center on how NCA and Norfund present themselves and their results in public, and the processes behind the selection of material used.

Norwegian Church Aid and Norfund

Norwegian (interview language)

English translation

Introduksjon

Introduction

- 1) Fortell litt om deg og din oppgave hos Norfund / KN

- 1) Please tell me about your tasks here at Norfund / NCA

Utforming av informasjon

Shaping information

- 2) Hva slags materiale eller informasjon ser du etter når du skal sette sammen, for eksempel deres Virksomhetsrapport/ Årsrapport, forelesninger eller informasjon som skal på nett?
- 3) Følges en mal, hvorfor bruker dere den, og hva brukes den på?
- 4) Hvem har hovedansvar for utforming av tekst og bilder?
- 5) Hvor mye har bildene å si? Er det noen motiver mer brukt enn andre?
- 6) Har fargebruk mye å si?
- 7) Utviklingseffekter forbindes med mye usikkerhet - blir dette kommunisert offentlig (eks i rapportene eller på nettsidene deres)?

- 2) What material or information do you look for when working on the Reports on Operations / Annual Reports, lectures or information on the Internet?
- 3) Do you follow a template, why do you use this, and what do you use it on?
- 4) Who has the main responsibility for shaping texts and images?
- 5) How much do the images count? Are some motives used more than others?
- 6) Is the use of colors important?
- 7) Development effects are often associated with uncertainty – is this communicated to the public (e.g. in reports on your website)?

Bruk av informasjon

- 8) Hvordan velges informasjonen som skal brukes offentlig?
- 9) Hvem tenker du er publikum når du legger ut informasjon?
- 10) Hvordan brukes informasjon internt?
- 11) (Bare til Norfund) Norfund eies jo av staten – påvirker dette hvordan dere legger frem resultater, både på den finansielle siden og på utviklingseffekter?

Usage of information

- 8) How is the information used in public chosen?
- 9) Which audience do you think of when working on the information?
- 10) How is information used internally?
- 11) (Only to Norfund) Norfund is state owned – does this influence or affect how you present your financial and development effect results?

Utvikling av presentasjon

- 12) Har utviklingseffektene alltid vært fremstilt på samme måte?

Development of presentation

- 12) Has the presentation of development effects always been the same?

Blir avstanden mindre?

- 13) (Til Norfund) Har dere vurdert å bruke suksesshistorier i deres fremlegging av utviklingseffekter eller andre resultater?
- 14) (Til KN) Kommer dere til å øke bruken av statistikk i materialet deres fremover?
- 15) Den lille blå pamfletten (Norfund) / Global Report on Results (KN) – kan du fortelle litt om hva som er tanken og hensikten med den?

Is the gap closing?

- 13) (To Norfund) Have you considered the use of success stories in your presentation of development effects or other results?
- 14) (To NCA) Will you increase the use of statistics in your material in the future?
- 15) The little blue pamphlet (Norfund) / The Global Report on Results (NCA) – what were the thought and purpose of this?

Appendix 4 – Attended seminars and meetings

| Date | Title of seminar/meeting | Host | Location |
|-----------------|--|---|--|
| 06. May 2012 | Norads lansering av årsrapporten (Norfund's launch of annual report) | Norad (the Norwegian Agency for Development Cooperation) | Litteraturhuset (The House of Literature), Oslo |
| 10. May 2012 | Afrika i vekst: Hva er god bistand? (Africa in growth: what is good development assistance?) | Polyteknisk Forening (The Norwegian Polytechnic Society) | Håndverkeren Kurs- og Konferansesenter (Håndverkeren Conference Centre), Oslo |
| 22. May 2012 | Verden endrer seg – nye løsninger for utviklingsarbeid (The world is changing – new solutions for development cooperation) | Polyteknisk Forening (The Norwegian Polytechnic Society) | Litteraturhuset (The House of Literature), Oslo |
| 07. June 2012 | De borgerlige og utviklingsdebatten – lansering av intervjusamling med tolv borgerlige tenkere (The non-socialist's and the development debate – launch of interview collection of 12 non-socialist thinkers) | RORG (The RORG Network) | Stortinget (The Storting), Oslo |
| 22. August 2012 | Norfonds Sommerkonferanse 2012 – Arbeid for utvikling (Norfund's Summer Conference 2012 – Work for Development) | Norfund (The Norwegian Fund for Development Countries) | Latter (Latter venue), Oslo |

Appendix 5 – Norwegian Church Aid,

Selected Output Indicators (SOIs)

The right to peace and security

1. Women, peace and security

Goal: Woman and girls are protected against gender-based violence in conflict situations, and participate in peace building initiatives.

SOI: Number of survivors of gender-based violence who have accessed protection and been supported in humanitarian and conflict situations.

2. Community violence and small arms control

Goal: Local communities address violence and small arms control.

SOI: Number of rights-holders involved in NCA interventions to reduce the level of community violence.

3. Faith communities and peace building

Goal: Religious actors participate actively in peace building processes contributing to socio-political change in local and national contexts.

SOI: Number of female representatives involved in peace building initiatives supported by NCA.

Gender justice

4. Gender-based violence

Goal: Men and women are mobilized and act together to address harmful practices encouraging gender-based violence.

SOI: Number of rights-holders with knowledge about their right to a life free from gender-based violence.

5. *Women in governance*

Goal: Increase women's participation in governance issues and structures.

SOI: Number of women represented in governance structures relevant to NCA partners and programs, with additional information on % of total representatives in the relevant governance structure.

Economic Justice

6. *Livelihood and trade*

Goal: Mobilization for sustainable livelihood and reduced economic vulnerability

SOI: Number of rights-holders organized to actively improve own livelihood.

7. *Resources and finance*

Goal: Accountable governance of national resources for rights-based development.

SOI: Number of duty bearers engaged for accountable governance of public resources.

Climate Justice

8. *Climate change and mitigation*

Goal: Secured access to renewable energy sources and sustainable livelihood strategies for poor communities.

SOI: Number of rights-holders with access to sustainable energy solutions.

9. *Climate change adaptation*

Goal: Reduction of the vulnerability to climate change of poor and marginalized people and communities.

SOI: Number of rights-holders whose vulnerability is reduced by climate change adaptation measures.

The right to water and health

10. *Social mitigation of HIV and AIDS*

Goal: Improved quality of life for people living with or affected by HIV and AIDS.

SOI: Number of rights-holders affected by HIV and AIDS who receive care and support through NCA/partner's program.

11. Access to quality health care

Goal: Improved access to quality health care for poor and marginalized communities through faith-based actors.

SOI: Number of rights-holders receiving health services.

12. Water, sanitation and hygiene

Goal: Improved access to water and sanitation, enabling a good environment for improved hygiene for poor and marginalized communities.

SOI: Number of rights-holders who have access to basic water supply service level.

